

Code: 18K2BB03 - HUMAN RESOURCE MANAGEMENT

UNIT – I

Meaning and Definition of HR – Characteristics, Scope, Objectives – principles of HRM – Functions of Personnel Department – Managerial and Operative functions. Role of a HR manager.

Meaning and definition of HR?

Human resources (HR) is the division of a business that is charged with finding, screening, recruiting, and training job applicants, as well as administering employee-benefit programs. HR plays a key role in helping companies deal with a fast-changing business environment and a greater demand for quality employees in the 21st century.

John R. Commons, an American institutional economist, first coined the term "human resource" in his book "The Distribution of Wealth," published in 1893. However, it was not until the 19th century that HR departments were formerly developed and tasked with addressing misunderstandings between employees and their employers.

Human resources meaning:

Human resources (HR) is the division of a business that is charged with finding, screening, recruiting, and training job applicants, as well as administering employee-benefit programs.

What is the scope of human resources?

The scope of HRM is very wide: Personnel aspect-This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, layoff and retrenchment, remuneration, incentives, productivity etc.

Principle of HRM:

Principles are those fundamental rules which guide the management in formulation of policies. Principles of personnel management are also the rules which help the personnel managers to conduct and direct the personnel policies in a proper way.

1. Principle of Scientific Selection:

For the proper coordination between work and workers it is necessary to have a right person for the job so that the question of inability of the person will not arise and workers will be able to get and do work according to the interest. The candidates are to be selected as per their merit. Qualification, experience, and achievements of candidates in past are to be considered. The partial selection is to be avoided.

2. Principle of Effective Communication:

There must be effective medium of communication between the management and the workers. Communication means that, orders of higher authorities are conveyed in a proper way. If this arrangement is not effective then there arises complex problems like mistrust, hatred and ill-will and this in turn affects the production of the organisation.

Source: Human Resource Management – Dr.J.Jayasankar

3. Principle of Maximum Individual Development:

This principle stresses on the personnel development of every person working in an organisation. By this principle, workers are able to fulfil the objectives of an organisation with the minimum cost, hence giving them occasion to develop, themselves to the maximum extent of their capabilities. Their ability, productivity and efficiency could be used for the concerned objectives.

4. Principle of High Morale:

It is essential to have a high morale for the workers organisation and work. With this purpose, ideal wage policy should be offered in the organisation. The high morale would be in position to create positive attitude and sense of motivation. There two things are very important for achieving the objective in time and more effectively.

5. Principle of Team Spirit:

Team spirit must be developed in the workers. They should work collectively and they should feel collective responsibility for the execution of the objectives of the organisation, with this intention, they must have the sense of the cooperation, unity and mutual trust. It is only team spirit that keeps the members united to shoulder the challenging tasks and fulfill them in time properly.

6. Principle of Dignity of Labour:

Personnel management should work specially on this principle so that the labourers feel proud of their work. Sentiments like 'work is worship' should be developed in them and for this they should be appraised with their work. With this purpose, the principles of the division of work and specialisation will prove helpful.

7. Principle of Joint Management:

This principle emphasises the idea of labour partnership in the business. In the age of industrial democracy, it is better to give to the labour his share in management. This creates responsibility in labour with increasing mutual faith and friendship. This will help to foster labour relations. The morale of people at lower level would be high and they would be satisfied. This situation can motivate them to give their best output at work.

8. Principle of Contribution to National Prosperity:

Personnel management should develop the sense of patriotism in labour by which organization will be successful in achieving its objectives and success of individual organisation is ultimately the success of the nation as a whole. When everyone perform his task at full capacity then only the best result is possible. Collectively it would lead to prosperity of the national as a whole.

9. Principle of Fair Reward:

Labour should be given proper compensation for the work. This develops industrial peace. History itself shows that all strikes, lockouts and breakages in the Indian factories are because of the dissatisfaction of the workers arising mainly due to improper way of rewarding the workers for their work. The impartial approach should be there in selecting the candidates for reward. It should be on performance achieved basis.

10. Principle of Effective Utilisation of Human Resources

The development of personnel management is for the effective use of the human resources. It is needful that man should be thought as man. He should be asked to do the work that he can do

and for his development proper training be provided. A sentiment of arbitrariness should be developed among them.

Characteristics an HR manager needs for success:

- **Comfort with ambiguity.** In an ideal world, every HR scenario would be black and white and have an easy answer that could be universally applied. But we don't live in an ideal world, and HR managers are tasked with interpreting the same rule, policy, or regulation as it applies to any number of differing scenarios. The answers aren't always clear, and the HR manager needs to be able to not only cope with this ambiguity but also do so in a way that still manages to be legally compliant, fair to employees, and to uphold the organization's goals and values. It's no small task.
- **Excellent communication skills.** Often HR managers must walk a fine line in how a new policy is communicated—communicated in such a way that preserves the integrity of the policy without compromising the organization's goals, yet comes across as employee-friendly when appropriate, and adequately outlines how the policy will impact employees—all while managing expectations along the way. This is definitely a skill that not everyone possesses.
- **Thorough knowledge in HR law and HR management principles.** This one may seem obvious enough, but it cannot be understated how important it is for an HR manager to be well versed in a wide array of HR and employment law topics. It's also critical that this individual is simultaneously able to understand people management and how to implement regulations and company policies effectively.
- **Ability to view issues objectively.** Given that HR managers are often tasked with workplace investigations and conflict resolution, the ability to view a given situation with an impartial lens is crucial. There's no room for favoritism, discrimination, or any other form of partiality. Impartiality must then be balanced with the fact that it's not always possible to literally treat every person the same way; context matters, too.
- **Consistent display of impeccable ethics and integrity.** HR managers will often be faced with dilemmas and must be able to consistently display ethics that are not compromised, even when it means having uncomfortable conversations or even costing the company money to retain appropriate standards. Additionally, many legal standards are built around ethical obligations, such as nondiscrimination and adherence to wage laws. Yet another aspect of upholding ethics is the fact that HR managers typically have access to personal information and salary information—none of which can be compromised.
- **Remaining organized with multiple complex issues.** The job of an HR manager is never simple. Whether it's intermittent Family and Medical Leave Act (FMLA) leave administration, dealing with disciplining or terminating an employee, implementing a new policy, or ensuring the organization is in compliance with an array of legal needs, there's no shortage of issues to contend with—sometimes all at once. The ability to stay organized and work on multiple tasks at once will allow an HR manager to be successful.

What are the functions of personnel?

Source: Human Resource Management – Dr.J.Jayasankar

Flippo – “The personnel function is concerned with the procurement, development, compensation, integration and maintenance of the personnel of an organisation toward the accomplishment of that organisation's major goals or policies.”

The department in an organization dealing with matters involving employees, as hiring, training, labor relations, and benefits.

Personnel management is typically responsible for:

- Recruiting.
- Hiring.
- Determining wages and salaries.
- Administering benefits.
- Providing employee incentives.
- New employee orientation.
- Training and development.
- Performance appraisals.

What are Human Resources describe the managerial and operative functions of human resource management?

Some of the primary functions of HRM include job design and job analysis, recruitment/ hiring and selection, training and development, compensation and benefits, performance management, managerial relations and labour relations.

Human Resource Management & Its Core Functions: Managerial & Operative

- Planning. One of the primary functions where number & type of employees needed to accomplish organizational goals are determined. ...
- Organizing. ...
- Directing. ...
- Controlling. ...
- Recruitment/Hiring. ...
- Job Analysis & Design. ...
- Performance Appraisal. ...
- Training & Development.

These functions are briefly discussed below:

1. Planning:

To get things done through the subordinates, a manager must plan ahead. Planning is necessary to determine the goals of the organisation and lay down policies and procedures to reach the goals. For a human resource manager, planning means the determination of personnel programs that will contribute to the goals of the enterprise, i.e., anticipating vacancies, planning job requirements, job descriptions and determination of the sources of recruitment.

The process of personnel planning involves three essential steps.

Firstly, a supply and demand forecast for each job category is made. This step requires knowledge to both labour market conditions and the strategic posture and goals of the organisation.

Secondly, net shortage and excess of personnel by job category are projected for a specific time horizon.

Finally, plans are developed to eliminate the forecast shortages and excess of particular categories of human resources.

2. Organizing:

Once the human resource manager has established objectives and developed plans and programs to reach them, he must design and develop organisation structure to carry out the various operations.

The organisation structure basically includes the following:

- (i) Grouping of personnel activity logically into functions or positions;
- (ii) Assignment of different functions to different individuals;
- (iii) Delegation of authority according to the tasks assigned and responsibilities involved;
- (iv) Co-ordination of activities of different individuals.

3. Directing:

The plans are to be put into effect by people. But how smoothly the plans are implemented depends on the motivation of people. The direction function of the personnel manager involves encouraging people to work willingly and effectively for the goals of the enterprise.

In other words, the direction function is meant to guide and motivate the people to accomplish the personnel programs. The personnel manager can motivate the employees in an organisation through career planning, salary administration, ensuring employee morale, developing cordial relationships and provision of safety requirements and welfare of employees.

The motivational function poses a great challenge for any manager. The personnel manager must have the ability to identify the needs of employees and the means and methods of satisfy those needs. Motivation is a continuous process as new needs and expectations emerge among employees when old ones are satisfied.

4. Controlling:

Controlling is concerned with the regulation of activities in accordance with the plans, which in turn have been formulated on the basis of the objectives of the organisation. Thus, controlling completes the cycle and leads back to planning. It involves the observation and comparison of results with the standards and correction of deviations that may occur.

Controlling helps the personnel manager to evaluate the control the performance of the personnel department in terms of various operative functions. It involves performance appraisal, critical examination of personnel records and statistics and personnel audit.

2. Operative Functions:

The operative functions are those tasks or duties which are specifically entrusted to the human resource or personnel department. These are concerned with employment, development, compensation, integration and maintenance of personnel of the organisation.

The operative functions of human resource or personnel department are discussed below:

1. Employment:

The first operative function of the human resource or personnel department is the employment of proper kind and number of persons necessary to achieve the objectives of the organisation. This involves recruitment, selection, placement, etc. of the personnel.

Before these processes are performed, it is better to determine the manpower requirements both in terms of number and quality of the personnel. Recruitment and selection cover the sources of supply of labour and the devices designed to select the right type of people for various jobs. Induction and placement of personnel for their better performance also come under the employment or procurement function.

2. Development:

Training and development of personnel is a follow up of the employment function. It is a duty of management to train each employee properly to develop technical skills for the job for which he has been employed and also to develop him for the higher jobs in the organisation. Proper development of personnel is necessary to increase their skills in doing their jobs and in satisfying their growth need.

For this purpose, the personnel departments will device appropriate training programs. There are several on- the-job and off-the-job methods available for training purposes. A good training program should include a mixture of both types of methods. It is important to point out that personnel department arranges for training not only of new employees but also of old employees to update their knowledge in the use of latest techniques.

3. Compensation:

This function is concerned with the determination of adequate and equitable remuneration of the employees in the organisation of their contribution to the organisational goals. The personnel can be compensated both in terms of monetary as well as non-monetary rewards.

Factors which must be borne in mind while fixing the remuneration of personnel are their basic needs, requirements of jobs, legal provisions regarding minimum wages, capacity of the organisation to pay, wage level afforded by competitors etc. For fixing the wage levels, the personnel department can make use of certain techniques like job evaluation and performance appraisal.

4. Maintenance (Working Conditions and Welfare):

Merely appointment and training of people is not sufficient; they must be provided with good working conditions so that they may like their work and workplace and maintain their efficiency. Working conditions certainly influence the motivation and morale of the employees. These include measures taken for health, safety, and comfort of the workforce. The personnel department also provides for various welfare services which relate to the physical and social well-being of the employees. These may include provision of cafeteria, rest rooms, counseling, group insurance, education for children of employees, recreational facilities, etc.

5. Motivation:

Employees work in the organisation for the satisfaction of their needs. In many of the cases, it is found that they do not contribute towards the organisational goals as much as they can. This happens because employees are not adequately motivated. The human resource manager helps the various departmental managers to design a system of financial and non-financial rewards to motivate the employees.

6. Personnel Records:

The human resource or personnel department maintains the records of the employees working in the enterprise. It keeps full records of their training, achievements, transfer, promotion, etc. It

also preserves many other records relating to the behaviour of personnel like absenteeism and labour turnover and the personnel programs and policies of the organisation.

7. Industrial Relations:

These days, the responsibility of maintaining good industrial relations is mainly discharged by the human resource manager. The human resource manager can help in collective bargaining, joint consultation and settlement of disputes, if the need arises. This is because of the fact that he is in possession of full information relating to personnel and has the working knowledge of various labour enactments.

The human resource manager can do a great deal in maintaining industrial peace in the organisation as he is deeply associated with various committees on discipline, labour welfare, safety, grievance, etc. He helps in laying down the grievance procedure to redress the grievances of the employees. He also gives authentic information to the trade union leaders and conveys their views on various labour problems to the top management.

8. Separation:

Since the first function of human resource management is to procure the employees, it is logical that the last should be the separation and return of that person to society. Most people do not die on the job. The organisation is responsible for meeting certain requirements of due process in separation, as well as assuring that the returned person is in as good shape as possible. The personnel manager has to ensure the release of retirement benefits to the retiring personnel in time.

Learn about the various roles played by the HR manager in an organisation.

A: The pivotal role of HR Manager to achieve organizational objectives are:- 1. Advisory Role 2. Pro-Acting Role 3. Welfare Role 4. Developmental Role 5. Mediator's Role 6. Social Upliftment Role 7. Counsellor's Role 8. Spokesperson Role 9. Motivator's Role and a Few More.

B: The specialist role of HR Manager are: - 1. The Service Provider 2. The Executive 3. The Facilitator 4. The Consultant 5. The Auditor.

C: Role of HR Manager in strategic management are:- 1. HR's Role in Executing Strategy 2. HR's Role in Formulating Strategy 3. HR and Technology.

D: Role of HR Manager for meeting the requirements of employees and customers are:- 1. Administrative Roles 2. Operational Roles 3. Strategic Roles.

E: Important role of HR Manager in an organisation are:- 1. Business and Strategic Partners Role 2. Employee's Advocate's Role 3. Welfare Officer's Role 4. Management's Representative Role and a Few More.

F: Role of HRD Manager are:- 1. Identify Organisational Development Needs 2. Provide Inputs for Preparing Promotion Policies 3. Design Job Rotation and a Few More.

Additionally, learn about the role of HR Manager in mergers and acquisitions. Also learn about the role played by the HRD manager in an organisation.

Role of HR manager is discussed in brief as under:

1. Advisory Role:

Source: Human Resource Management – Dr.J.Jayasankar

One of the major roles of HR manager is, to advise the top management in the matter relating to management and development of human resource, in order to achieve organizational objects. Looking to the company's vision, mission and long range planning, HR executive advises the higher management to formulate appropriate HR policies, procedures which may create a perceptible change in the minds of the workers' to help the transformational process of dynamism.

2. Pro-Acting Role:

HR manager ascertains the probable areas of conflict and differences between workers and management, identifies the factors that may create problems in future, forecasts the extent, quantum of loss that may occur and the department may suffer loss and takes remedial measures beforehand by way of developing organizational culture, climate, introducing system, mechanism, and does not leave any room to crop up problems, grievances.

3. Welfare Role:

HR executive looks to the welfare aspect of the employee's viz., canteen, creche, rest-room, hospital, transportation, housing accommodation, school, etc. His one of the principal roles is to provide welfare facilities to the employees for their betterment and well-being.

4. Developmental Role:

Development of workers for attaining company goals is made by the HR manager through improvement of knowledge, skill, abilities, aptitude, attitude, value, beliefs etc. A dynamic organization needs dynamic employees and transformation of employee's mind-set to the process of dynamism is possible only when all the potential areas for growth and development are reinforced. HR manager takes all possible measures for growth and development of employees through formulation of HR policies in the matter of training, career planning and development, counselling etc.

5. Mediator's Role:

HR manager works as a link personality between trade unions and top management in order to eliminate the differences of opinions cropped up in process of settlement of disputes. He takes initiative to sort out problems through collective bargaining/ bipartite negotiation process.

6. Social Upliftment Role:

Organization is part and parcel of the society. As a societal member it has ethical and moral obligation to contribute to the society for its growth and development by way of taking necessary measures like creating and improving infrastructure, spreading learning institutions, providing medical facilities, generating employment opportunities. HR executive plays a vital role to give a proper shape in the formulation of suitable HR policies for the people in the society.

7. Counsellor's Role:

Because of illiteracy and ignorance workers cannot take decision in their personal problems and they need advice to sort out such problems, viz. education of children, medical treatment, marital matter, family problems, etc. HR manager, as he comes close to the workers because of his nature of work, develops understanding between them and advises, guides the workers in right direction.

8. Spokesperson Role:

HR executive works as a spokesperson of the company especially, in the matter of depicting organization health, condition, strength etc. to the employees while negotiating for settlement of industrial disputes. He also acts as a representative of the workers when they are non-unionized/unorganized and cannot represent their case properly to the top management. Under such circumstances HR manager places their grievances, problems, and demand to the top management for settlement/redressal.

9. Motivator's Role:

One of the functions of HR manager is to motivate the employees to achieve their own goals, as well as organizational goals HR manager performs such role by way of introducing reward schemes. HR manager's role of establishing mutual understanding, mutual confidence and mutual trust helps to motivate the employees to excel in the level of their performance.

10. Procurer's Role:

HR manager helps to procure the right number and right kind of people at the right time, to enable the company to run smoothly, effectively and efficiently and to achieve its goals. He facilitates formulation of a dynamic recruitment policy, designs and develops Test/Interview techniques, selection process, suiting individuals and organization requirement in order to find out the right persons for the required jobs. He makes a systematic, problem free procurement exercise when workers express happiness, satisfaction and a state of contentment.

11. Change Agent Role:

In changing scenario, workers are required to change their attitudes, belief, perceptible state, values to meet organization needs, requirement and expectation. In the age of stiff competition organization can survive and develop only if the workers are adaptive to change requirement. It is the HR executive who through establishment of sound human relation convinces the workers about the necessity of changing attitude, values to accept change role, as reinforced by introduction of OD programme, TQM concept, quality circle etc.

12. Maintenance Role:

HR manager plays a pivotal role to retain the dynamic, excellent, highly skilled workers by providing attractive compensation package, introducing reward management, career planning and development, welfare, fringe benefits and social security schemes. Suitable policies are formulated, programmes are designed, and necessary measures are taken to implement schemes for growth and development of employees, with and through the active efforts of the HR manager.

13. Disputes Prevention Role:

HR manager takes remedial measures-curative and prophylactic to redress and prevent grievances, disputes in order to bring harmony and peace in an organization through introducing, grievance handling machinery, collective bargaining process, rational approaches to discipline management, quality of working life, participative concept and the like.

HR executive creates congenial and conducive climate in the company by eliminating differences between management and workers and developing understanding on the basis of mutuality.

14. Executive Role:

HR manager plays an important role to execute the policies, programmes, decisions. Formulation and execution tasks are interwoven and equally important for achievement of

organizational goals. HR manager acts as an executor of the policy decisions in the company, for smooth functioning and effectiveness of the organization.

15. Decision Maker's Role:

HR manager is the supreme person to make decisions in respect of management and development of human resource. Organizational policies, programmes objectives concerning human resource are formulated by him.

16. Coordinator's Role:

HR executive coordinates the task of developing; interpreting of HR programmes, policies which are put into operation by the line people, and develops a team spirit amongst them.

17. Strategist Role:

HR manager helps to accomplish business strategy of the organization through introducing and implementing HR strategies.

18. Monitoring Role:

HR manager acts as regulator/monitor to ensure, that HR policies, procedures, programmes, so formulated are monitored effectively to meet the objectives.

UNIT – II

Basics and needs of HR Planning – Factors affecting HR planning – Steps in HR planning – Recruitment, Selection and placement of personnel – Interviews and Tests – Job Analysis, Job Description, Job Specification, Job Evaluation.

Basics and needs of HR Planning:

Need of Human Resource Planning – Estimation of Manpower Requirement, Effective Utilization of Human Resources, Improving Skill and Ability and a Few Others. Human resource planning is an important function of human resource management. It helps in estimating the future manpower requirement of the organisation.

1. Determining Recruitment Needs – Human resource planning is needed for determining the recruitment needs so as to avoid the problems of unexpected shortages, wastage, blockages in the promotion flow and needless redundancies.

2. Determining Training Needs – This is fundamentally important to plan training programmes, for which it is necessary to assess not only quantity but also quality in terms of the skills required by the organisation. This can be easily done through human resource planning.

3. Management Development – A succession of trained and experienced managers is essential for the effectiveness of the organisation, and this depends on accurate information about present and future requirements in all management posts, this information is provided by human resource planning.

4. Balancing the Cost between the Utilization of Plant and Workforce – This involves the comparison of the costs of material and human resources in different combinations and choosing the optimum. The information required for the cost of human resource is provided through human resource planning.

5. Industrial Relations – The business plan makes assumptions about the productivity of the human resources which affect the industrial relations. These assumptions about the productivity of human resources are made through the information provided by human resource planning.

6. Replacement of Persons – There is always a need to prepare persons for taking up new positions in case of contingencies. This is due to the reason that a large number of persons are to be replaced in the organisation because of retirement, old age, death, etc.

7. Expansion Plans – Human resource planning is essential for filling the new situations which are created in the organisation due to the execution of the plans of expansion and diversification.

8. Labour Turnover – In every organisation, there is problem of labour turnover but the degree may vary from firm to firm. There will be need to recruit the new persons for the vacant posts, which is done through human resource planning.

Factors Affecting Human Resource Planning:

1. Type and Strategy of Organization.
2. Organizational Growth Cycles and Planning.
3. Environmental Uncertainties.
4. Time Horizons.
5. Type and Quality of Information.
6. Labor Market.

1. Type and Strategy of Organization:

The type of organization is an important consideration because it determines the production processes involved, number and type of staff needed, and the supervisory and managerial personnel required. Manufacturing organizations are more complex in this respect than those that render services.

2. Organizational Growth Cycles and Planning:

The stage of an organization's growth can have considerable influence on human resource planning. Small organizations in the embryonic stage may not have personnel planning.

3. Environmental Uncertainties:

HR managers rarely have the privilege of operating in a stable and predictable environment. Political, social and economic changes affect all organizations. Personnel planners deal with environmental uncertainties by carefully formulating recruitment, selection, and training and development policies and programmes. Balancing mechanisms are built into the HRM programme through succession planning, promotion channels, layoffs, flexi time, job sharing, retirement, VRS and other personnel related arrangements.

4. Time Horizons:

Yet another major factor affecting personnel planning is the time horizon. A plan cannot be for too long on a time horizon as the operating environment itself may undergo changes. On one hand, there are short-term plans spanning six months to one year. On the other hand, there are long-term plans -which spread over three to twenty years. The exact time span, however, depends on the degree of uncertainty prevailing in an organization's environment.

5. Type and Quality of Information:

The information used to forecast personnel needs originates from a multitude of sources. A major issue in personnel planning is the type of information which should be used in making forecasts.

1. Environmental Scanning:

Environmental scanning is the first step in the process of HRP. In order to have an HR plan, the external environment which basically comprises economic factors, labour market, technological changes, demographic trends, socio-cultural-political factors and so on must be thoroughly studied and closely monitored. It is essential to scan changes in the external environment and align the business of the organisation and HR plans with the environmental demands.

2. Business Plan:

Having determined the objectives of the organisation, the next important step in the process of HRP is to get involved in the business plan, that is, to arrive at the scale of business activity over a period of time to be able to estimate the structure and size of the organisation over a period of time. This is to be done keeping in view all the factors of internal and external environment.

3. Forecasting Future HR Requirements:

Having estimated the structure and size of the organisation over a period of time, the next exercise to be done in the HRP process is forecasting the future manpower requirement. These days, a lot of forecasting techniques, many of which are highly mathematical, statistical and sophisticated, have been developed.

But these sophisticated forecasting techniques are of greater value in the case of big organisations. In smaller organisational units, even simpler methods can serve the purpose and often may be more effective.

4. HR Audit and Forecasting the HR Supply:

Having determined the HR needs of the organisation over a period of time, the next step in the process of HRP is to audit the existing HR in the organisation. (The primary objective of auditing the existing HR is to come to know the full details of what exists in the stock and what is needed to be added to that stock.)

From the information thus collected, we should prepare a 'manning table', clearly indicating- (a) the number of the employees in each category in the organisation and (b) each employee's information card or a 'personal inventory' classifying personnel into different groups and also relevant information about each individual worker, which can be computerised, and necessary results, especially fitness for promotion, obtained to be utilised at the appropriate time.

Thus, auditing of existing manpower should result in classifying employees into different categories and in each category further classifying them according to their status, levels of skills and so on.

5. Job Analysis:

Once manpower auditing is done and forecasting of supply of human resources has been made, the list of future vacancies over a period of time is prepared, and sources of manpower supply are identified. It is essential to prepare a job analysis. Job analysis provides information about the nature of the job (job description) and the characteristics and qualifications that are desirable in the job holder (job specification). The job description is a source of basic information for the HRP.

Source: Human Resource Management – Dr.J.Jayasankar

The information provided by the job description and job specification—the two ingredients of job analysis—is essential for selection, training, workload, incentives and salary administration. Job analysis has been dealt with in detail separately.

6. Development of Plans for Action:

Having analysed the demand for and supply of human capital in the stipulated future period, it is time to choose a course of action to fill up the gap between demand for and supply of human resources.

Steps in Human Resource Planning:

Human resource planning is a process through which the right candidate for the right job is ensured. For conducting any process, the foremost essential task is to develop the organizational objective to be achieved through conducting the said process.

1. Analysing Organizational Objectives:

The objective to be achieved in future in various fields such as production, marketing, finance, expansion and sales gives the idea about the work to be done in the organization.

2. Inventory of Present Human Resources:

From the updated human resource information storage system, the current number of employees, their capacity, performance and potential can be analysed. To fill the various job requirements, the internal sources (i.e., employees from within the organization) and external sources (i.e., candidates from various placement agencies) can be estimated.

3. Forecasting Demand and Supply of Human Resource:

The human resources required at different positions according to their job profile are to be estimated. The available internal and external sources to fulfill those requirements are also measured. There should be proper matching of job description and job specification of one particular work, and the profile of the person should be suitable to it.

4. Estimating Manpower Gaps:

Comparison of human resource demand and human resource supply will provide with the surplus or deficit of human resource. Deficit represents the number of people to be employed, whereas surplus represents termination. Extensive use of proper training and development programme can be done to upgrade the skills of employees.

5. Formulating the Human Resource Action Plan:

The human resource plan depends on whether there is deficit or surplus in the organization. Accordingly, the plan may be finalized either for new recruitment, training, interdepartmental transfer in case of deficit of termination, or voluntary retirement schemes and redeployment in case of surplus.

6. Monitoring, Control and Feedback:

It mainly involves implementation of the human resource action plan. Human resources are allocated according to the requirements, and inventories are updated over a period. The plan is monitored strictly to identify the deficiencies and remove it. Comparison between the human resource plan and its actual implementation is done to ensure the appropriate action and the availability of the required number of employees for various jobs.

What recruitment means?

Source: Human Resource Management – Dr.J.Jayasankar

Recruitment is the process of actively seeking out, finding and hiring candidates for a specific position or job. The recruitment definition includes the entire hiring process, from inception to the individual recruit's integration into the company

What are the types of recruitment?

- Promotions. ...
- Transfers. ...
- Recruiting Former Employees. ...
- Internal Advertisements (Job Posting) ...
- Employee Referrals. ...
- Previous Applicants. ...
- Pros and Cons of Internal Sources of Recruitment. ...
- Employment Exchanges



In this chapter, we will shed some light on the secrets of hiring and recruiting methods, used by the recruiters. Recruitment is broadly classified into two different categories – **Internal Sources and External Sources**.

Internal sources of recruitment refer to hiring employees within the organization internally. In other words, applicants seeking for the different positions are those who are currently employed with the same organization.

At the time recruitment of employees, the initial consideration should be given to those employees who are currently working within the organization. This is an important source of recruitment, which provides the opportunities for the development and utilization of the existing resources within the organization.

Internal sources of recruitment are the best and the easiest way of selecting resources as performance of their work is already known to the organization. Let us now discuss more on the various internal sources of recruitment.

Promotions

Promotion refers to upgrading the cadre of the employees by evaluating their performance in the organization. It is the process of shifting an employee from a lower position to a higher position with more responsibilities, remuneration, facilities, and status. Many organizations fill the higher vacant positions with the process of promotions, internally.

Transfers

Transfer refers to the process of interchanging from one job to another without any change in the rank and responsibilities. It can also be the shifting of employees from one department to

Source: Human Resource Management – Dr.J.Jayasankar

another department or one location to another location, depending upon the requirement of the position.

Let's take an example to understand how it works. Assume there is a finance company called ABC Ltd. Having two branches, Branch-A and Branch-B, and an employee from Branch-A resigned from his job responsibilities. Hence, this position has to be filled for the continuation of the project in Branch-A.

In this scenario, instead of searching or sourcing new candidates, which is time consuming and expensive, there is a possibility of shifting an employee from Branch-B to Branch-A, depending upon the project requirements and the capabilities of that respective employee. This internal shifting of an employee from one branch to another branch is called as Transfer.



Recruiting Former Employees

Recruiting former employees is a process of internal sources of recruitment; wherein the exemployees are called back depending upon the requirement of the position. This process is cost-effective and saves plenty of time. The other major benefit of recruiting former employees is that they are very well versed with the roles and responsibilities of the job and the organization needs to spend less on their training and development.

Internal Advertisements (Job Posting)

Internal Advertisements is a process of posting/advertising jobs within the organization. This job posting is an open invitation to all the employees inside the organization, where they can apply for the vacant positions. It provides equal opportunities to all the employees working in the organization. Hence, the recruitment will be done from within the organization and it saves a lot of cost.

Employee Referrals

Employee referrals is an effective way of sourcing the right candidates at a low cost. It is the process of hiring new resources through the references of employees, who are currently working with the organization. In this process, the present employees can refer their friends and relatives for filling up the vacant positions.

Organizations encourage employee referrals, because it is cost effective and saves time as compared to hiring candidates from external sources. Most organizations, in order to motivate their employees, go ahead and reward them with a referral bonus for a successful hire.

Previous Applicants

Here, the hiring team checks the profiles of previous applicants from the organizational recruitment database. These applicants are those who have applied for jobs in the past. These resources can be easily approached and the response will be positive in most of the cases. It is also an inexpensive way of filling up the vacant positions.

Pros and Cons of Internal Sources of Recruitment

Source: Human Resource Management – Dr.J.Jayasankar

Internal sources of recruitment, i.e., hiring employees within the organization, has its own set of advantages and disadvantages. The advantages are as follows –

- It is simple, easy, quick, and cost effective.
- No need of induction and training, as the candidates already know their job and responsibilities.
- It motivates the employees to work hard, and increases the work relationship within the organization.
- It helps in developing employee loyalty towards the organization.

The drawbacks of hiring candidates through internal sources are as follows –

- It prevents new hiring of potential resources. Sometimes, new resources bring innovative ideas and new thinking onto the table.
- It has limited scope because all the vacant positions cannot be filled.
- There could be issues in between the employees, who are promoted and who are not.
- If an internal resource is promoted or transferred, then that position will remain vacant.
- Employees, who are not promoted, may end up being unhappy and demotivated.

External Sources of Recruitment

External sources of recruitment refer to hiring employees outside the organization externally. In other words, the applicants seeking job opportunities in this case are those who are external to the organization.

External employees bring innovativeness and fresh thoughts to the organization. Although hiring through external sources is a bit expensive and tough, it has tremendous potential of driving the organization forward in achieving its goals. Let us now discuss in detail the various external sources of recruitment.

Direct Recruitment

Direct recruitment refers to the external source of recruitment where the recruitment of qualified candidates are done by placing a notice of vacancy on the notice board in the organization. This method of sourcing is also called as **factory gate** recruitment, as the blue-collar and technical workers are hired through this process.

Employment Exchanges

As per the law, for certain job vacancies, it is mandatory that the organization provides details to the employment exchange. Employment exchange is a government entity, where the details of the job seekers are stored and given to the employers for filling the vacant positions. This external recruitment is helpful in hiring for unskilled, semi-skilled, and skilled workers.



Employment Agencies

Employment agencies are a good external source of recruitment. Employment agencies are run by various sectors like private, public, or government. It provides unskilled, semi-skilled and

skilled resources as per the requirements of the organization. These agencies hold a database of qualified candidates and organizations can use their services at a cost.

Advertisements

Advertisements are the most popular and very much preferred source of external source of recruitment. The job vacancy is announced through various print and electronic media with a specific job description and specifications of the requirements. Using advertisements is the best way to source candidates in a short span and it offers an efficient way of screening the candidates' specific requirements.

Professional Associations

Professional associations can help an organization in hiring professional, technical, and managerial personnel, however they specialize in sourcing mid-level and top-level resources. There are many professional associations that act as a bridge between the organizations and the job-seekers.

Campus Recruitment

Campus recruitment is an external source of recruitment, where the educational institutions such as colleges and universities offers opportunities for hiring students. In this process, the organizations visit technical, management, and professional institutions for recruiting students directly for the new positions.

Word of Mouth Advertising

Word of mouth is an intangible way of sourcing the candidates for filling up the vacant positions. There are many reputed organizations with good image in the market. Such organizations only need a word-of-mouth advertising regarding a job vacancy to attract a large number of candidates.

Pros and Cons of External Sources of Recruitment

External sources of recruitment, i.e., hiring employees outside an organization, have both its benefits and drawbacks. The benefits are as follows –

- It encourages new opportunities for job seekers.
- Organization branding increases through external sources.
- There will be no biasing or partiality between the employees.
- The scope for selecting the right candidate is more, because of the large number candidates appearing.

The disadvantages of recruiting through external sources are as follows –

- This process consumes more time, as the selection process is very lengthy.
- The cost incurred is very high when compared to recruiting through internal sources.
- External candidates demand more remuneration and benefits.

To conclude, the HR department should be flexible enough to choose between internal or external methods of recruitment, depending upon the requirement of the organization.

RECRUITMENT, SELECTION & PLACEMENT:

Recruitment – Meaning

The **process** of finding and hiring the best-qualified **candidate** (from within or outside of an **organization**) for a **job** opening, in a timely and **cost effective** manner. The recruitment process includes analyzing the **requirements** of a job, attracting **employees** to that

job, **screening** and selecting **applicants**, hiring, and integrating the new employee to the organization.

Source & Methods of Recruitment

Every organisation has the option of choosing the candidates for its recruitment processes from two kinds of sources.

1. Internal Sources
2. External Sources

The sources within the organisation itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruitment candidates from all the other sources (like outsourcing agencies etc.) are known as the external sources of recruitment. The internal recruitment sources are very important, but they cannot be used to fill every vacancy in the organization. It is very important to realize, that in many organization, the internal recruitment is divided into two separate processes:

Internal Recruitment – is a recruitment which takes place within the concern or organization. Internal sources of recruitment are readily available to an organization. Internal sources are primarily three – Transfers, promotions and Re-employment of ex-employees. Re-employment of ex-employees is one of the internal sources of recruitment in which employees can be invited and appointed to fill vacancies in the concern. There are situations when ex-employees provide unsolicited applications also. Internal recruitment may lead to increase in employee's productivity as their motivation level increases. It also saves time, money and efforts. But a drawback of internal recruitment is that it refrains the organization from new blood. Also, not all the manpower requirements can be met through internal recruitment. Internal sources are primarily:

Transfers: The employees are transferred from one department to another according to their efficiency and experience.

Promotions (through Internal Job Postings) :The employees are promoted from one department to another with more benefits and greater responsibility based on efficiency and experience.

Re-employment of ex-employees: Re-employment of ex-employees is one of the internal sources of recruitment in which employees can be invited and appointed to fill vacancies in the concern. There are situations when ex-employees provide unsolicited applications also.

Retired and Retrenched employees may also be recruited once again in case of shortage of qualified personnel or increase in load of work. Recruitment such people save time and costs of the organisations as the people are already aware of the organisational culture and the policies and procedures. The dependents and relatives of Deceased employees and Disabled employees are also done by many companies so that the members of the family do not become dependent on the mercy of others.

External Recruitment – External sources of recruitment have to be solicited from outside the organization. External sources are external to a concern. But it involves lot of time and money .The external sources of recruitment include –Employment at factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labour contractors, recommendations etc.

Source: Human Resource Management – Dr.J.Jayasankar

Employment at Factory Level – This is a source of external recruitment in which the applications for vacancies are presented on bulletin boards outside the Factory or at the Gate. This kind of recruitment is applicable generally where factory workers are to be appointed. There are people who keep on soliciting jobs from one place to another. These applicants are called as unsolicited applicants. These types of workers apply on their own for their job. For this kind of recruitment workers have a tendency to shift from one factory to another and therefore they are called as “badli” workers.

Advertisement – It is an external source which has got an important place in recruitment procedure. The biggest advantage of advertisement is that it covers a wide area of market and scattered applicants can get information from advertisements. Medium used is Newspapers and Television.

Employment Exchanges – There are certain Employment exchanges which are run by government. Most of the government undertakings and concerns employ people through such exchanges. Now-a-days recruitment in government agencies has become compulsory through employment exchange.

Employment Agencies – There are certain professional organizations which look towards recruitment and employment of people, i.e. these private agencies run by private individuals supply required manpower to needy concerns.

Educational Institutions – There are certain professional Institutions which serve as an external source for recruiting fresh graduates from these institutes. This kind of recruitment done through such educational institutions is called as Campus Recruitment. They have special recruitment cells which help in providing jobs to fresh candidates.

Recommendations – There are certain people who have experience in a particular area. They enjoy goodwill and a stand in the company. There are certain vacancies which are filled by recommendations of such people. The biggest drawback of this source is that the company has to rely to tally on such people which can later on prove to be inefficient.

Labour Contractors – These are the specialist people who supply manpower to the Factory or Manufacturing plants. Through these contractors, workers are appointed on contract basis, i.e. for a particular time period. Under conditions when these contractors leave the organization, such people who are appointed have to also leave the concern.

Unsolicited Applicants – Many job seekers visit the office of well-known companies on their own. Such callers are considered nuisance to the daily work routine of the enterprise. But can help in creating the talent pool or the database of the probable candidates for the organisation.

Recruitment At Factory Gate – Unskilled workers may be recruited at the factory gate these may be employed whenever a permanent worker is absent. More efficient among these may be recruited to fill permanent vacancies.

Purpose & Importance of Recruitment

- Attract and encourage more and more candidates to apply in the organisation.
- Create a talent pool of candidates to enable the selection of best candidates for the organisation.

Source: Human Resource Management – Dr.J.Jayasankar

- Determine present and future requirements of the organization in conjunction with its personnel planning and job analysis activities.
- Recruitment is the process which links the employers with the employees.
- Increase the pool of job candidates at minimum cost.
- Help increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants.
- Help reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time.
- Meet the organizations legal and social obligations regarding the composition of its workforce.
- Begin identifying and preparing potential job applicants who will be appropriate candidates.
- Increase organization and individual effectiveness of various recruiting techniques and sources for all types of job applicants

Selection – Meaning

Selection is the process of picking up individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization.

According to Dale Yoder, “selection is the process in which candidates for employment are divided into two classes those who are to be offered employment and those who are not. Selection means a process by which qualified personnel may be chosen from the applicants offering their services to the organization for employment.”

Selection and placement of personnel:

Effective **selection and placement** means finding and hiring the right **employees** for your organization and then putting them into the jobs for which they are best suited. Providing an accurate and complete job description is a key step in the **selection** process.

Steps/Process/Methods of Selection:

1. **Preliminary Interview:** The purpose of preliminary interviews is basically to eliminate unqualified applications based on information supplied in application forms. The basic objective is to reject misfits. On the other hand preliminary interviews is often called a courtesy interview and is a good public relations exercise.
2. **Selection Tests:** Jobseekers who pass the preliminary interviews are called for tests. There are various types of tests conducted depending upon the jobs and the company. These tests can be Aptitude Tests, Personality Tests, and Ability Tests and are conducted to judge how well an individual can perform tasks related to the job. Besides this there are some other tests also like Interest Tests (activity preferences), Graphology Test (Handwriting), Medical Tests, Psychometric Tests etc.
3. **Employment Interview:** The next step in selection is employment interview. Here interview is a formal and in-depth conversation between applicant's acceptability. It is considered to be an excellent selection device. Interviews can be One-to-One, Panel Interview, or Sequential Interviews. Besides there can be Structured and Unstructured interviews, Behavioral Interviews, Stress Interviews.

Source: Human Resource Management – Dr.J.Jayasankar

4. **Reference & Background Checks:** Reference checks and background checks are conducted to verify the information provided by the candidates. Reference checks can be through formal letters, telephone conversations. However it is merely a formality and selections decisions are seldom affected by it.

5. **Selection Decision:** After obtaining all the information, the most critical step is the selection decision is to be made. The final decision has to be made out of applicants who have passed preliminary interviews, tests, final interviews and reference checks. The views of line managers are considered generally because it is the line manager who is responsible for the performance of the new employee.

6. **Physical Examination:** After the selection decision is made, the candidate is required to undergo a physical fitness test. A job offer is often contingent upon the candidate passing the physical examination.

7. **Job Offer:** The next step in selection process is job offer to those applicants who have crossed all the previous hurdles. It is made by way of letter of appointment.

Objectives of Selection & Recruitment

Recruitment and selection objectives include a variety of components related to finding, hiring and retaining qualified employees. Clear definitions of the job qualifications allow easier identification of potential candidates. Recruitment consists of attracting capable individuals using methods such as outsourcing and the internet. Selection objectives consist of evaluation techniques such as interviews, background checks and competence tests.

- **Qualifications** - An understandable and clearly defined list of required qualifications aids the recruitment process by eliminating unqualified potential candidates. A straightforward list of necessary skills and achievements simplifies the process and is the first objective for recruitment. The most important qualifications belong in the body of the job description.

- **Identification** - Identification of competent applicants remains a main recruitment and selection objective for businesses seeking reliable employees. An applicant who appears qualified on paper may wind up unhappy and unmotivated in the job if the fit is wrong.

- **Attraction** - Recruitment and selection objectives include maintenance of a diverse set of attraction methods. Businesses must draw in applicants by actively recruiting qualified people, especially if the field is competitive.

- **Evaluation** - Solid evaluation practices ensure the recruitment and selection process results in competent and motivated workers. A varied and extensive evaluation method helps achieve the objective.

- A final objective of the selection process entails confirming the results of the evaluation using another method. For example, references checks confirm the validity of the applicant resume and claims of experience. Interview questions related to test results double check out comes of both.

Difference between Recruitment & Selection

S. No.	Recruitment	Selection
1	Recruitment refers to the process of identifying and encouraging prospective employees to apply for jobs.	Selection is concerned with picking up the right candidates from a pool of applicants.
2	Recruitment is said to be positive in its approach as it seeks to attract as many candidates as possible.	Selection on the other hand is negative in its application in as much as it seeks to eliminate as many unqualified applicants as possible in order to identify the right candidates.
3	The basic purpose of recruitments is to create a talent pool of candidates to enable the selection of best candidates for the organisation, by attracting more and more employees to apply in the organization	The basic purpose of selection process is to choose the right candidate to fill the various positions in the organisation.
4	Recruitment is concerned with tapping the sources of human resources	Selection is concerned with selecting the most suitable candidate through various interviews and tests.
5	There is no contract of recruitment established in recruitment	Selection results in a contract of service between the employer and the selected employee.

Placement Meaning:

Placement is a process of assigning a specific job to each of the selected candidates. It involves assigning a specific rank and responsibility to an individual. It implies matching the requirements of a job with the qualifications of the candidate.

Placement basically refers to the system of assessment and selection by which vacancies are filled by staff serving in an organization. Placement can also be defined as the internal filling of vacancies as distinguished from external recruitment. Placement is a process of assigning a specific job to each of the selected candidates. It involves assigning a specific rank and responsibility to an individual. It implies matching the requirements of a job with the qualifications of the candidate.

Importance/Significances of placement

- It improves employee morale.
- It helps in reducing employee turnover.
- It helps in reducing absenteeism.
- It helps in reducing accident rates.
- It avoids misfit between the candidate and the job.
- It helps the candidate to work as per the predetermined objectives of the organization.

Principle of Placement

Source: Human Resource Management – Dr.J.Jayasankar

A few basic principles should be followed at the time of placement of a worker on the job. This is elaborated below:

1. Man should be placed on the job according to the requirements of the job. The job should not be adjusted according to the qualifications or requirements of the man. Job first; man next, should be the principle of the placement.
2. The job should be offered to the person according to his qualification. This should neither be higher nor lower than the qualification.
3. The employee should be made conversant with the working conditions prevailing in the organization and all things relating to the job. He should also be made aware of the penalties if he commits the wrong.
4. While introducing the job to the new employees, an effort should be made to develop a sense of loyalty and cooperation in him so that he may realize his responsibility better towards the job and the organization.
5. The placement should be ready before the joining date of the newly selected person.
6. The placement in the initial period may be temporary as changes are likely after the completion of training. The employee may be later transferred to the job where he can do better. Proper placement helps to improve the employees' morale. The capacity of the employees can be utilized fully. The right placement also reduces labour turnover, absenteeism and also the accident rate. Then the employee can adjust to the required environment of the organization effectively and the performance of the employee will not be hampered.

What are interview tests?

An aptitude test is a way for employers to assess a candidate's abilities through a variety of different testing formats. Aptitude tests will test your ability to perform tasks and react to situations at work

Here are different types of interviews you'll face in the virtual world and how you can approach them.

- 1) The phone call. ...
- 2) The panel interview. ...
- 3) The competency test. ...
- 4) The virtual assessment centre.

The most commonly used interviewing techniques are briefly discussed below:

1. Preliminary Interview:

It is also called screening interview. The purpose is to decide through mutual information sharing whether a comprehensive interview is desired. In this interview, besides providing information about the job and the organisation, preliminary information is sought on past work experience, education and motivation people who, sometimes, involve people from the areas where the applicant is finally going to be placed. This is usually done for jobs that are technical in nature.

2. Patterned Interview:

In this kind of interview what is to be asked is already structured and hence they are called structured interviews. Patterned interviews are a combination of direct and indirect &

Source: Human Resource Management – Dr.J.Jayasankar

questioning of the applicant in conjunction with the application blank and is considered to be much more accurate than less standardised interviews.

3. Non Directive/Unstructured Interview:

In This interviewing technique there is a minimum use of direct question. Questions that can yield 'yes' or 'no' answers are avoided and instead broad general questions are asked in the interview. Such questions help in revealing the applicant real personality. It is felt that the more the applicant is allowed the freedom to talk about himself, the more he will reveal his personality as it really is.

4. Stress Interview:

It is a deliberate attempt to create tension and pressure to observe how an applicant performs under stress. Stress is induced by not allowing him to complete his answers or too many questions are asked in quick succession. Some may react in a mature way by keeping their cool and yet try to answers the questions; others might lose their cool and react sharply. The most important advantage of this interview is that it helps to demonstrate important personality or characteristics which would be difficult to observe in tension-free situations. Such interviews are useful in jobs where emotional balance is a key requirement.

5. Depth Interview:

The purpose of depth interview is to get total information on an applicant in order to develop a comprehensive profile based on in-depth understanding of his personality. Its major advantage, of course, is in getting a complete and details understanding of the applicant. Its major drawback is the cost in terms of time. In any case it is not a usual method of selection.

6. Group Interview:

In this interview, groups rather than individuals are interviewed. A topic of discussion is assigned to the group of applicants and their performance is evaluated by the observers. The observers' main focus is to see whether any one of the applicants assumes leadership how this is done, and how it is accepted by other members of the group.

7. Panel or Board Interview:

Interviewing candidates by a single person may not be effective as he cannot judge the candidates in different areas/skill. Hence, most organisations invite a panel of experts, specialized in different disciplines, to interview candidates. The great advantage of this interview is that it helps to coordinate the collective judgment and wisdom of members of the panel. This type of interview is done usually for supervisory and managerial positions.

What are the types of test in HRM?

1. Job knowledge tests

Job knowledge tests measure a candidate's technical or theoretical expertise in a particular field. For example, an accountant may be asked about basic accounting principles. These kinds of tests are most useful for jobs that require specialized knowledge or high levels of expertise.

2. Integrity tests

The story of pre-employment testing began with [integrity tests](#). They can help companies avoid hiring dishonest, unreliable or undisciplined people. Overt integrity tests ask direct questions about integrity and ethics. Covert tests assess personality traits connected with integrity, like conscientiousness.

Source: Human Resource Management – Dr.J.Jayasankar

If carefully constructed, integrity tests can be **good predictors of job performance**. Plus, they're less biased than other tests, as **few differences have been spotted between people of different age groups or race**.

3. Cognitive ability tests

Cognitive ability tests measure a candidate's general mental capacity which is **strongly correlated to job performance**. These kinds of tests are **much more accurate** predictors of job performance than interviews or experience. Workable uses a General Aptitude Test (GAT) which measures logical, verbal and numerical reasoning.

4. Personality tests

Personality assessments can offer insight into candidates' cultural fit and whether their personality can translate into job success. Personality traits have been shown to **correlate to job performance in different roles**. For example, salespeople who score high on extraversion and assertiveness tend to do better. The Big five model is popular. Motivation tests are also personality assessment tests, used more frequently by career guidance counsellors in schools.

5. Emotional Intelligence tests

Emotional Intelligence (EI) refers to how well someone builds relationships and understands emotions (both their own and others'). These abilities are an important factor in professions that involve frequent interpersonal relationships and **leadership**. In general, tests that measure EI **have some predictability of job performance**.

6. Skills assessment tests

Skills assessments don't focus on knowledge or abstract personality traits. They measure actual skills, either soft skills (e.g. attention to detail) or hard skills (e.g. computer literacy). For example, a secretarial candidate may take a typing test to show how fast and accurately they can type. Other examples include data checking tests, leadership's tests, and presentations or writing assignments.

7. Physical ability tests

Physical abilities tests measure strength and stamina. These traits are critical for many professions (like firefighting). So they should never be neglected when relevant. By extension, they'll help reduce workplace accidents and worker's compensation claims. And candidates won't be able to fake results as easily as with other tests.

What are the most common types of pre-employment tests?

1. Job knowledge tests. ...
2. Integrity tests. ...
3. Cognitive ability tests. ...
4. Personality tests. ...
5. Emotional Intelligence tests. ...
6. Skills assessment tests. ...
7. Physical ability tests. ...
8. Work sample.
9. talent assessment methods to use for recruiting in your company

Job Description and Job Specification. Job Analysis is a primary tool to collect job-related data. The process results in collecting and recording two data sets including job description and

job specification. ... These data sets help in determining the necessity, worth and scope of a specific job.

Advantages of Job Analysis

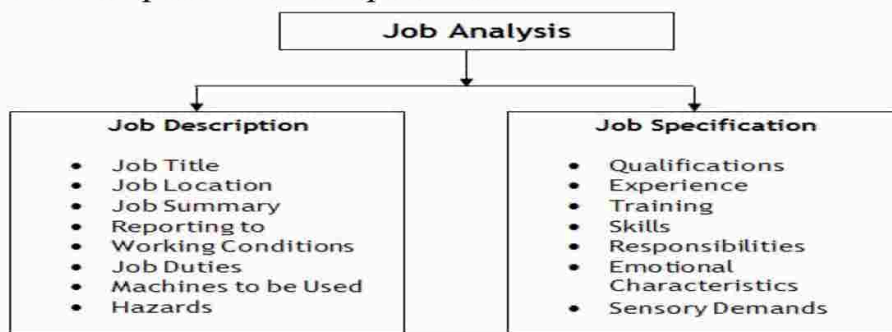
1. Job analysis helps the personnel manager at the time of recruitment and selection of right man on right job.
2. It helps him to understand extent and scope of training required in that field.
3. It helps in evaluating the job in which the worth of the job has to be evaluated.
4. In those instances where smooth work force is required in concern.
5. When he has to avoid overlapping of authority- responsibility relationship so that distortion in chain of command doesn't exist.
6. It also helps to chalk out the compensation plans for the employees.
7. It also helps the personnel manager to undertake performance appraisal effectively in a concern.

Job Description and Job Specification:

Job Analysis is a primary tool to collect job-related data. The process results in collecting and recording two data sets including job description and job specification. Any job vacancy cannot be filled until and unless HR manager has these two sets of data. It is necessary to define them accurately in order to fit the right person at the right place and at the right time. This helps both employer and employee understand what exactly needs to be delivered and how.

Both job description and job specification are essential parts of job analysis information. Writing them clearly and accurately helps organization and workers cope with many challenges while onboard.

Job Description and Job Specification



Job Description

Job description includes basic job-related data that is useful to advertise a specific job and attract a pool of talent. It includes information such as job title, job location, reporting to and of employees, job summary, nature and objectives of a job, tasks and duties to be performed, working conditions, machines, tools and equipments to be used by a prospective worker and hazards involved in it.

Purpose of Job Description:

The main purpose of job description is to collect job-related data in order to advertise for a particular job. It helps in attracting, targeting, recruiting and selecting the right candidate for the right job. It is done to determine what needs to be delivered in a particular job. It clarifies what employees are supposed to do if selected for that particular job opening. It gives recruiting staff

a clear view what kind of candidate is required by a particular department or division to perform a specific task or job. It also clarifies who will report to whom.

Job Specification

Also known as employee specifications, a job specification is a written statement of educational qualifications, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands. It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity, etc.

Purpose of Job Specification:

Described on the basis of job description, job specification helps candidates analyze whether are eligible to apply for a particular job vacancy or not. It helps recruiting team of an organization understand what level of qualifications, qualities and set of characteristics should be present in a candidate to make him or her eligible for the job opening. Job Specification gives detailed information about any job including job responsibilities, desired technical and physical skills, conversational ability and much more. It helps in selecting the most appropriate candidate for a particular job.

Job description and job specification are two integral parts of job analysis. They define a job fully and guide both employer and employee on how to go about the whole process of recruitment and selection. Both data sets are extremely relevant for creating a right fit between job and talent, evaluate performance and analyze training needs and measuring the worth of a particular job.

What is the difference between job analysis job description and job evaluation?

Job Analysis is done to develop a job description, while Job Evaluation is a systematic way of determining the value/worth of a job in relation to other jobs in an organization. ... Job Evaluation is the process of determining the importance of a particular job in relation to the other jobs of the organization.

What is job evaluation?

The analytical **job evaluation** involves identifying key elements -- also known as factors -- of a **job**, such as skill, mental and educational requirements, physical requirements and working conditions. You must rank each **job** under each factor and assign points based on the relative importance of each **job**

What are the methods of job evaluation?

- Ranking Method. This method ranks jobs in order based on each job's perceived value in relation to the others, says Neelman. ...
- Classification/Grading Method. ...
- Point-Factor Method. ...
- Factor Comparison Method. ...
- Competitive Market Analysis Method.

UNIT – III

Training – Objectives – methods – executive development methods – Promotion – criteria and types – Transfer – Types – career planning – meaning – importance.

Training:

Training is the process for providing required skills to the employee for doing the job effectively, skillfully and qualitatively. Training of employees is not continuous, but it is periodical and given in specified time. Generally training will be given by an expert or professional in related field or job.

What are training objectives?

Training or learning objectives are the intended measurable outcome that your learners will achieve once they've finished a course. They should detail the information that will be acquired and what learners will be able to accomplish through learning this information.

List out the training objective:

1. Identify the Level of Knowledge Necessary to Achieve Your Objective. Before you begin writing objectives, stop and think about what type of change you want your training to make. ...
2. Select an Action Verb. ...
3. Create Your Very Own Objective. ...
4. Check Your Objective. ...
5. Repeat, Repeat, Repeat.

What are the different types of training methods?

The Most Effective Training Methods

1. Case Study. The case study is a proven method for training and is known to effectively boost learner motivation. ...
2. Games-Based Training. Games have been used for many educational purposes, including training. ...
3. Internship. ...
4. Job Rotation. ...
5. Job Shadowing. ...
6. Lecture. ...
7. Mentoring and Apprenticeship. ...
8. Programmed Instruction.

Methods of Training

iEduNote.com

On-the-job training (internal training)

- 1.Apprenticeship programs.
- 2.Job instruction training (JIT).
- 3.Planned progression.
- 4.Job rotation.
- 5.Creation of assistant - to positions.
- 6.Temporary promotions.
- 7.Committees and junior boards.
- 8.Coaching.

Off-the-job training (external training)

- 1.Lectures.
- 2.Straight lecture.
- 3.Discussion method.
- 4.Demonstrations.
- 5.Seminars and conferences.
- 6.Reading, television and video instructions.
- 7.Business Simulation.
- 8.Cases presentation.
- 9.Equipment simulators.
- 10.Business games.
- 11.Experimental exercise.
- 12.Role-playing.
- 13.Behavior Modeling.
- 14.Computer modeling.
- 15.Vestibule training.
- 16.Sensitivity Training (T-groups).
- 17.Computer-based training.

1. On-the-job training or internal training
2. Off-the-job training or external training

On-the-job training or internal training

These methods are generally applied in the workplace while employees are actually working. This form helps particularly to develop the occupational skills necessary to manage an organization, to fully understand the organization's products and services and how they are developed and carried out.

Following are the on-the-job methods.

1. Apprenticeship programs.
2. Job instruction training (JIT).
3. Planned progression.
4. Job rotation.
5. Creation of assistant – to positions.
6. Temporary promotions.
7. Committees and junior boards.
8. Coaching.

Apprenticeship programs

People seeking to enter the skilled trades to become, for example, plumbers, electricians, Ironworkers are often required to undergo apprenticeship training before they are accepted to journeyman status. Typically this apprenticeship period is from two to five years. During this period, the trainee is paid less than a qualified worker.

Job instruction training (JIT)

JIT consists of four basic steps;

1. preparing the trainees by telling them about the job and overcoming their uncertainties;
2. presenting the instruction, giving essential information in a clear manner;
3. having the trainees try out the job to demonstrate their understanding; and
4. Placing the workers into the job, on their own, with a designated resource person, who is ready to provide the required assistance.

Planned progression

Source: Human Resource Management – Dr.J.Jayasankar

It is a technique that gives employees a clear idea of their path of development. They know where they stand and where they are going. They must know the requirements for advancement and the means of achieving it.

Job rotation

It involves periodically moving people from one job to another. The purpose of job rotation is to broaden the knowledge of managers or potential managers. It also increases their experiences. Trainees learn about the different enterprise functions by rotating into different positions.

They may rotate through;

- (1) Non-supervisory work,
- (2) Observation assignments,
- (3) Various managerial training positions, and
- (4) middle-level assistant positions

Such movement prevents stagnation.

Other reasons for rotating people include compensating for a labor shortage, safety and preventing fatigue.

Creation of assistant – to positions

Assistant-to positions are frequently created to broaden the viewpoints of trainees by allowing them to work closely with experienced managers who can give special attention to the development needs of trainees. Managers can give selected assignments to test the judgment of trainees. This approach can be very effective when superiors are also qualified trainers who can guide and develop trainees until they are ready to assume full responsibilities as managers.

Temporary promotions

Individuals are frequently appointed as acting managers when, for example, the permanent manager is on vacation, is ill or is making an extended business trip or even when a position is vacant. When the acting manager makes decisions and assumes full responsibility, the experience can be valuable. In this way, managerial people can be trained up well.

Committees and junior boards

These give trainees opportunities to interact with experienced managers.

The trainees become acquainted with a variety of issues that concern the whole organization. They learn about the relationships among different departments and the problems created by the interaction of these organizational units. Trainees may be given the opportunity to submit reports and proposals to the committee or the board and to demonstrate their analytical and conceptual abilities.

Coaching

On-the-job training is a never-ending process.

A good example of on the job training is athletic coaching. To be effective, which is the responsibility of every line manager, must be done in a climate of confidence and trust between the superior and the trainees. Patience and wisdom are required of superiors who must be able to delegate authority and give recognition and praise for jobs well done. Effective coaching will develop the strengths and potentials of subordinates and help them overcome their weakness. Coaching requires time, but if done well, it will save time and money and will prevent costly mistakes by subordinates; thus, in the long run, it will benefit all – superior, the subordinates, and the enterprise.

Source: Human Resource Management – Dr.J.Jayasankar

Off-the-job training or external training

Off-the-job training is sometimes necessary to get people away from the work environment to a place where the frustrations and buzz of work are eliminated.

Training is generally given in the form of lectures, discussions, case studies, and demonstrations. This enables the trainee to study theoretical information or be exposed to new and innovative ideas.

Advantages of Off-the-Job Training

Off-the-job training has the following advantages:

1. It does not disrupt the normal operation.
2. Trainers are usually experienced enough to train,
3. It is systematically organized,
4. Efficiently created programs may add a lot of values.

Disadvantages of Off-the-Job Training

It is claimed that off-the-job training faces the following limitations:

1. It is not directly in the context of the job,
2. It is often formal,
3. It may not be based on experience,
4. It is expensive,
5. Trainees may not be much motivated,
6. It is artificial in nature.

Methods of Off-the-Job Training are;

1. Lectures 2. Straight lecture. 3. Discussion method. 4. Seminars and conferences. 5. Reading, television and video instructions. 6. Business Simulation. 7. Cases presentation. 8. Equipment simulators. 9. Business games. 10. Experimental exercise. 11. Role-playing. 12. Behavior Modeling. 13. Computer modeling. 14. Vestibule training. 15. Sensitivity Training (T-groups). 16. Computer-based training.

However, there are also many off-the-job techniques for training and developing employees and managers such as:

Lectures

The lecture is one of the oldest forms of training, second to demonstrate. In the early days, knowledge was transferred through demonstrations.

Lecture may be printed or oral. It is the best used to create an understanding of a topic or to influence attitudes through education or training about a topic.

The lecture is merely telling someone about something. There are variations of a lecture format.

Straight lecture

It is an extensive presentation of information, which the trainee attempts to absorb. The lecture is typically thought of in terms of a person (trainer) speaking to a group about a topic. It is a short version of a lecture. It has the same features as the lecture but usually lasts less than twenty minutes if done orally. During a straight lecture, the trainee does little except listen, observe and perhaps take notes. It is useful when a large number of people must be given a specified set of information. The oral lecture should not contain too many learning points unless the printed text accompanies the lecture.

Trainees will forget information provided orally. Short lectures are usually better.

Source: Human Resource Management – Dr.J.Jayasankar

Longer lectures can be effective if the length is due to examples and clarifying explanations. A major concern about the straight lecture method is the inability to identify and correct misunderstandings.

Discussion method

The discussion method uses a lecture to provide trainees with information that is supported, reinforced and expanded on through interactions both among the trainees and between the trainer and trainees. It provides a two-way flow of communication. Knowledge is communicated from the trainer to the trainees. Quick feedback is ensured. A better understanding is possible. Questioning can be done by both the trainer and the trainees.

Demonstrations

A demonstration is a visual display of how to do something or how something works. To be effective, a demonstration should, at a minimum, be accompanied by a lecture and preferably by a discussion.

Lectures and Discussions an Analysis:

Lectures, discussions, and demonstrations provide a high degree of trainer control over the training process and content. However, as the training becomes more interactive, control shifts more to the trainees. Trainee questions or answers to questions shape the content of what is covered. The group dynamics help to shape the process used by the trainer in presenting the information. As the objectives for knowledge acquisition increases, the amount of two way interaction required for learning must also increase. A disadvantage is that it decreases trainer control over what is learned and increases the time required for learning. The lecture is the most useful when trainees lack declarative knowledge or show attitudes that conflict with the training objectives. The printed or video lecture is more effective because they can be studied in more depth and retained to refresh learning over time.

The **discussion** method is more effective than the straight lecture for learning higher- order knowledge, such as concepts and principles and for attitude changes.

If the training objective is skill improvement, the demonstration may be appropriate. However, training objectives often include both knowledge and skill development; that is, knowledge is a prerequisite for the skill. The demonstration is also effective for complex tasks. The discussion method is more effective than the straight lecture at producing attitude changes. Because attitudes consist of a person's belief and feelings about an object or event, they can be modified by new learning. The discussion can change employee attitudes by providing new insights, facts, and understanding.

Lectures, discussions, and demonstrations are good at capturing trainee's attention, at least in the short run. They show some strength in the area of retention, especially discussion and demonstrations.

Seminars and conferences

Conference programs may be used in internal or external training.

During conference programs, managers or potential managers are exposed to the ideas of speakers who are experts in their fields. A careful selection of topics and speakers will increase the effectiveness of this training device. Conferences can be made more successful by including discussions. [Two-way communications allow participants to ask for clarification](#) of specific topics that are particularly relevant to them.

Source: Human Resource Management – Dr.J.Jayasankar

Reading, television and video instructions

Another approach to training and development is the planned reading of relevant and current management literature. This is essentially self-development.

A manager may be aided by the training department, which offer develops a reading list of valuable books. This learning experience can be enhanced through discussion of articles and books with other managers and the superior.

Management and other topics are featured in television programs. Moreover, videotapes on a variety of subjects are available for the usage in the university or company classrooms.

Business simulation

Any training activity that explicitly places the trainee in an artificial environment that closely mirrors actual working conditions can be considered a simulation.

Training games and simulations are designed to reproduce or simulate processes, events, and circumstances that occur in the trainee's job. Trainees can experience these events in a controlled setting where they can develop their skills or discover concepts that will improve their performance. Simulation activities include case exercises, equipment simulators, experiential exercises, complex computer modeling, role play, and vestibule training.

Cases presentation

Case studies attempt to simulate **decision-making situations** that trainees might find on the job. The trainee is usually presented with a written history, key elements and the problem of a real or imaginary organization or subunit. A series of questions usually appears at the end of the case. Typically, trainees are given time to digest the information individually. If time permits, they are also allowed to collect additional relevant information and integrate it into their solutions. Once individuals arrive at their solutions, they may meet in small groups to discuss the different diagnoses, alternatives, and solutions generated. Then the trainees meet with the trainer, who facilitates and directs further discussions. The trainer should convey that no single solution is right or wrong, but many solutions are possible. The learning objective is to get trainees to apply known concepts and principles and discover new ones.

Equipment simulators

Equipment simulators are mechanical devices that require the trainee to use the same procedures, movements, or decision process, they would use with equipment back on the job. Simulators train airline pilots, air traffic controllers, taxi drivers, etc. it is important that simulators be designed to replicate, as closely as possible, the physical aspects of the equipment operating environment trainees will find on their job site.

Business games

Business Games are simulations that attempt to represent the way industry, company, and a subunit of a company function. They are based on a set of relationships, rules, and principles derived from theory or research.

However, they can also reflect the actual operations of a given department in a **specific company**.

Trainees are provided with information describing a situation and are asked to make decisions about what to do. The system then provides feedback about the impact of their decisions and they are asked to make other decisions. This process continues until some predetermined set of the organization exists or a specified number of trials are completed. Business games involve an

Source: Human Resource Management – Dr.J.Jayasankar

element of competition, either against other players or against the game itself. Some of the purposes for which businesses games have been developed and used are listed below:

- Strengthen executive and upper **management skills**,
- Improve decision-making skills at all levels,
- Demonstrate principles and concepts,
- Integrate separate components of training into an integrated whole,
- Develop leadership skills,
- Explore and solve complex problems in a safe, simulated setting.
- Improve the application of total quality principles and develop skill in using quality tools.

Experimental exercise

Experimental exercises are usually short, structured learning experiences where individuals learn by doing. For example, an experimental exercise could be used to create a conflict situation where employees have to experience a conflict personally and work out its resolution. After completing the exercise, the trainer typically discusses what happened and introduces the theoretical concepts to help explain the members' behavior during the exercise.

Role-playing

Role-playing is a training technique in which trainees act out roles or parts in a realistic management situation. The aim is to develop trainees' skills in areas like leadership and delegating. It is an enactment or simulation of a scenario in which each participant is given a part to act out. Trainees are provided with a description of the context-usually a topic area, a general description of the situation, a description of their roles and the problem they face. Role plays may be structured, and spontaneous.

(i) Structured role

Structured role plays provide trainees with more detail about the situation as well as more detailed descriptions of each character's attitudes, needs, opinions, and so on. This type of role play is used primarily to develop interpersonal skills such as communication, conflict resolutions and group decision making.

(II) Spontaneous role

Spontaneous role plays are loosely constructed interactions in which one of the participants plays himself while the others play people with whom the first trainee interacted in the past. This type of role play focuses on attitudes and is used to develop insight into one's own behavior and is impacting on others rather than to develop specific skills.

Behavior modeling

Behavior modeling uses the tendency for people to observe others learn how to do something new. This technique is most frequently used in combination with some other techniques. The modeled behavior is typically videotaped and then watched by the trainees.

The behavior modeling process can be summarized as follows:

- Define the key skill deficiencies;
- Provide a brief overview of relevant theories;
- Specify key learning points or critical behaviors to watch for;
- Use an expert to model the appropriate behaviors;
- Encourage trainees to practice the appropriate behaviors in a structured role play;

- Provide opportunities for the trainer and Other trainees to give reinforcement of appropriate imitation of the model's behavior;
- Ensure the trainee's supervisor reinforces appropriate demonstration of behavior on the job.'

Computer modeling

Complex computer modeling simulates the work environment by programming a computer to imitate some of the realities of the job. It is widely used by airlines in the training of pilots.

The computer simulates the number of critical job dimensions and allows learning to take place without the risk or high costs that would be incurred if a mistake were made in a real life-flying situation. An error during a simulation offers an opportunity to learn through one's mistakes. A similar error under real-life conditions might cost a number of lives and the loss of a multimillion-dollar aircraft.

Vestibule training

In vestibule training, employees learn their jobs with the requirement they will be using but the training is conducted away from the actual workplace. While expensive, vestibule training allows employees to get a full feel for doing tasks without real-world pressures. It minimized the problem of transferring learning to the job since vestibule training uses the same equipment the trainee will use on the job.

Sensitivity Training (T-groups)

Sensitivity training, also called T-group, is basically a technique for [management development](#). It is concerned with the real problems existing within the group itself. It is not an imagined problem existing outside the organization. It is not a program of teaching skills or improving the understanding of participants. In this program, an attempt is made to change the attitude and behavior of people in the group. It is used in building team efforts. This is done by introspection, self criticism, and open arguments and through free and frank discussion so that one comes to know how others feel about him and his behavior. It is a means of providing a mirror in which one can see his mental makeup, attitude, and behavior towards others. This will provide the best method of motivation for self development.

The objective of this training includes:

- Better insight into one's own behavior and the way one appears to others;
- A better understanding of group processes;
- Members learn more about themselves, especially their weakness and emotional stability;
- Development of skills in diagnosing and intervening group processes;
- Find a better method and means of behavior for effective interpersonal relationships without the aid of power over others.

T-group is a small discussion group without any leader. Trainer raises a question and encourages open discussion, which is unstructured. The focus is about feeling and mutual respect. Here group members interact and then receive feedback on their behaviors from the trainer and the group members, who express their opinions freely and openly. The feedback may be positive and negative.

The T-group process may;

- Lead to personal anxieties and frustrations.
- Lead to a mental breakdown.

Source: Human Resource Management – Dr.J.Jayasankar

- It may make managers hypersensitive, which make them unable to take a hard decision for fear of hurting another.

But if properly managed, it can result in collaborative and supportive behavior. The following guidelines can help reduce potential harm and increase effectiveness:

- Participants in T-group should be voluntary;
- They should be screened and those who could be harmful should be expelled from this experience.;
- Trainers should be carefully evaluated and their competence clearly established;
- Potential participants should be informed about the goals and the process before they commit themselves to sensitivity training.

Computer-based training

Many companies are implementing computer-based training as an alternative to classroom training to accomplish the goal. Some of the reasons for this shift are demonstrated in the following beliefs, many companies hold about CBT:

- Reduces trainee learning time
- Reduces the cost of training
- Provides instructional consistency
- Affords privacy of learning
- Allows the trainee to master learning
- In a safe method for learning hazardous tasks • Increases access to training.

What is promotion?

Definition: Promotions refer to the entire set of activities, which communicate the product, brand or service to the user. The idea is to make people aware, attract and induce to buy the product, in preference over others. ... Sales promotion is a part of the overall promotion effort.

Acceptable criteria for promotion are:

- Experience in the job or tenure.
- High performance level in [two] recent review cycles.
- Skill set that matches the minimum requirements of the new role.
- Personal motivation and willingness for a change in responsibilities.

What are promotion and its types?

Promotion is a type of communication between the buyer and the seller. The seller tries to persuade the buyer to purchase their goods or services through promotions. ... These are personal selling, advertising, sales promotion, and direct marketing publicity and may also include event marketing, exhibitions, and trade shows.

What is transfer in HRM?

“A transfer involves the shifting of an employee from one job to another without changing the responsibilities or compensation”. ... This can also be defined as a change in job within the organization where the new job is substantially equal to the old in terms of pay, status and responsibilities.

What are transfer and its types?

Source: Human Resource Management – Dr.J.Jayasankar

Types of Transfer– 5 Major Types: Production Transfers, Replacement Transfers, Shift Transfers, Remedial Transfers and Versatility Transfer. Transfers and promotions are the two important ways of personnel adjustments. When employees are transferred without any promotion or demotion, it is simply a transfer

1. On the Basis of Purpose:

(i) Remedial Transfers:

As is evident from its title remedial transfers are made to remedy the situation. For example, if the initial placement has been faulty or the worker cannot get along with his supervisor, a transfer to a more appropriate job or more agreeable supervisor might result in best output.

(ii) Replacement Transfers:

Replacement transfers also try to avoid lay-offs but transfers are used, however, to replace a new employee with an employee who has been in the organisation for a long time.

(iii) Precautionary Transfers:

To curb the misuse of office or misappropriation of funds by the employees such transfers are made as precautionary measure.

(iv) Versatility Transfers:

Versatile transfers focus on increasing the versatility of the employee by shifting him from one job to another. In this way, the employee is provided a varied and broader job experience.

(v) Production Transfers:

The transfers which are done from one department where the labour requirements are generally reduced to departments where labour needs are increasing or vacancies have occurred through separations are called production transfers. Such transfers are done to avoid the lay-offs.

(vi) Shift Transfers:

Such kind of transfer is of a common type of transfer. An employee is transferred from one shift to another on the same type of work. Workers generally dislike a second shift assignment as it affects their participation in community life. Therefore, to minimise this, shift transfers are introduced.

2. On the Basis of Unit:

(i) Sectional Transfers:

These transfers are made within the department from one section to another. The chief purpose of such transfers may be to train the workers and prepare them to cope with operations of the different sections of the department.

(ii) Departmental Transfers:

Departmental transfers are the transfers made from one department to another department within the plant. Such transfers are preferred to the nature of work is same or substantially the same in both the departments such as clerical or routine jobs.

(iii) Inter-Plant Transfers:

Transfer may be made from one plant to another on varied reasons in case. If there are more than one plant under the control of same management. Such transfers are called inter-plant transfers.

Types of Transfers – Top 5 Types: Production Transfers, Replacement Transfers, Versatility Transfers, Remedial Transfers and Shift Transfers

1. **Production Transfers** – Such transfers are made when labour requirements in one factory or branch are declining. The surplus employees who are efficient or trained might be absorbed in other places to avoid layoff. Such transfers help to stabilise employment.

2. **Replacement Transfers** – This takes place to replace a new employee who has been in the organisation for a sufficiently long time, the purpose being to give some relief to an old employee from the heavy pressure of work.

3. **Versatility Transfers** – Also known as rotational this transfer is made to develop all round employees by moving them from one job to another. It also helps to reduce boredom and monotony. In this way, Organisation get a more effective and experienced employee for a higher job.

4. **Remedial Transfers** – Such transfers are made to rectify the wrong selection and placement of personnel. As a follow up, the wrongly placed employee is transferred to a more suitable job. The employee may not be getting along with his supervisor or colleagues.

5. **Shift transfers** – Shift transfers are pretty common where there is more than one shift and where there is regularised rotation. Mutually agreeable employee transfers are used there.

What is Career Planning?

Career planning is the process of discovering educational, training and professional opportunities that suit your interests, passions and goals. Before searching for jobs, you should set achievable long-term goals that identify what you want to be doing along your **career** path at five, 10, 15, 20 years and so on.

It is **important** to come up with your **career planning** as it gives you the much needed direction and makes it clear there where you see yourself in future. It makes you aware of your strength and weaknesses and the skills and knowledge that are required to achieve your goals in future.

Importance of Career Planning

Career planning is essential as it helps us create a detailed path for our future professional life. Let's take a look at some of the significant benefits of career planning:

1. It can help you choose a career:

The process of career planning involves identifying your strengths and researching fields that you can excel in.

Once you know your strengths, you can look for suitable opportunities in the field of your choice. For instance, in this digital day and age, a career in digital services such as software development, AI, data science, education, data analytics, or digital marketing can be a great choice if you are good with technology.

2. Career planning can ensure job safety:

In the early 20th century, everyone wanted to become a barrister as it entailed commanding respect as well as earning a lot of money. A couple of decades ago, an MBA degree was the most sought-after as it made entry into the big leagues of the corporate world a cakewalk.

Source: Human Resource Management – Dr.J.Jayasankar

Today, many MBA graduates find themselves at entry-level positions or in jobs that don't pay well enough. The situation is similar for lawyers and engineers as well. Only graduates from top institutes in these fields are able to make it big, at least initially. In this situation, one shouldn't choose to pursue an engineering or MBA degree simply because they see others going for them. If you do this without planning your career properly, you may find yourself in trouble. One of the benefits of career planning is that it allows you to choose wisely and enter a field with ample employment potential.

3. It can ensure financial stability:

When you plan your career well, you also take into account future uncertainties, potential job losses, or any other unforeseen scenarios that could impact your earning potential.

Career planning can also help you mitigate the financial risks and uncertainties to the extent possible.

4. It can help you attain peace of mind:

One of the lesser-known benefits of career planning is that it provides peace of mind, especially in stressful situations. Unemployment invariably leads to stress, uncertainty, and feelings of low self-worth. But if you plan your career smartly, you would be keeping an eye on the job trends, which in turn can eliminate the possibilities of financial hardships or lack of opportunities.

Among the key benefits of career planning is that it enables you to stay in sync with job trends, emerging technologies, and market demands.

Methods of executive development:

1) On the job development or executive development: it means increasing the ability of the executives while performing their duties, to develop them in real work situation. It includes the following methods:

a) On the job coaching: under this method superior only guides his subordinate about various methods and skill required to do the job. Here the superior only guides his subordinate he gives his assistance whenever required. The main purpose of this type of training is not only to learn the necessary skills but to give them diversified knowledge to grow in future. The superior is responsible for subordinate's performance. So the superior must always provide the subordinate necessary assistance whenever required.

b) Understudy: under this method of development the trainee is prepared to fill the position of his superior. He in the near future will assume to do the duties of his superior when he leaves the job due to retirement, transfer or promotion.

c) Job rotation: here the executive is transferred from one job to another or from one plant to other. The trainee learns the significance of the management principles by transferring learning from one job to another. This method helps in injecting new ideas into different departments of the organization.

d) Committee assignment: under this method committee is constituted and assigned a subject to give recommendations. The committee makes a study of the problem and gives suggestions to the departmental head. It helps the trainees because every member of the committee gets a chance to learn from others.

2) Off the job development or executive development: here the executives gets the training off the job means not when they are doing the job. It involves following methods:

Source: Human Resource Management – Dr.J.Jayasankar

- a) Special courses: here the executives attend the special courses which are organized by the organization. Under this experts from professional institutions provide them the training. Now days it is becoming popular but it is difficult to say whether these courses improve the performance of the employees or not.
- b) Specific readings: here the human resource development manager provides copies of specific articles published in the journals to the executives to improve their knowledge. The executives study such books or articles to enhance their knowledge.
- c) Special projects: under this method the trainee is given a project related to the objective of the department. The project helps the trainee in acquiring the knowledge of the particular topic.
- d) Conference training: here the organization conducts a group meeting. In which the executive learn from the others by comparing his opinion with others.
- e) Sensitivity training: it is also known as T group training or laboratory training. It is conducted under controlled conditions. T group help in learning certain things, they help the participants to understand how group actually work. It helps in increasing the tolerance power of the individual and ability to understand others. T group generally sits together and discuss for hours where the members learn about their own behavior and behavior of others.