



# **JEPPIAAR**

## **ENGINEERING COLLEGE**

### **DEPARTMENT OF MANAGEMENT STUDIES**

MBA / CF / 2025-27 / MB25C09

#### COURSE FILE – THEORY

SUBJECT : HUMAN RESOURCE MANAGEMENT

SUBJECT CODE : MB25C09

BRANCH : MBA

SEMESTER : II

YEAR : I



# **JEPPIAAR**

## **ENGINEERING COLLEGE**

**DEPARTMENT OF MANAGEMENT STUDIES**

**I YEAR / II SEMESTER**

**MB25C09: HUMAN RESOURCE MANAGEMENT**

## **LECTURE - NOTES**

**Faculty In charge**

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**Anna University Chennai**

**Regulation 2021**

# UNIT I

## INTRODUCTION

### SYLLABUS

#### **UNIT I - STRATEGIC PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT**

Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit-Introduction to HR analytics.

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#### **CO-PO AND BLOOMS TAXONOMY**

Lecture No	Concept	CO	PO	Blooms Taxonomy
1	Human Resource Management – Meaning, Definition.	C01	P01	K1
2	Evolution of human resource management. Scope of Human Resource Management	C01	P01	K1
3	Importance and objectives of Human Resource Management.	C01	P04	K2
4	Human Capital – Meaning , Key aspects The importance of the human capital	C01	P01,P04	K1, K2
5	Human Resource Manager-Role of human resource manager	C01	P01,P02	K1,K3
6	Challenges for human resource managers, Human Resource policies- Meaning, needs and features	C01	P01,P02	K1,K3
7	Aims and objective of HR policies, Trends in Human resource policies	C01	P01	K2
8	Computer applications in human resource management	C01	P01	K3
9	Human resource accounting and audit	C01	P01	K4

## **INTRODUCTION:**

### **HUMAN RESOURCE MANAGEMENT**

- ❖ **Human Resource Management (HRM)** refers to the strategic approach to managing people in an organization in a way that helps the business gain a competitive advantage.
- ❖ It involves recruiting, selecting, training, developing, and retaining employees while ensuring their well-being and aligning their goals with the organization's objectives.
- ❖ HRM also includes workforce planning, performance management, compensation and benefits, labour law compliance, employee relations, and organizational development.
- ❖ It plays a crucial role in enhancing employee productivity, fostering a positive work environment, and ensuring the overall growth of both employees and the organization.

## **DEFINITION OF HRM:**

**The Indian Institute of Personnel Management** defines HRM as, *“Human resource management is a responsibility of all those who manage people as well as being a description of the work of those who are employed as specialists. It is that part of management which is concerned with people at work and with their relationships within an enterprise. It applies not only to industry and commerce but to all fields of employment.”*

According to **Edwin B. Flippo**, *“Human resource management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished.”*

**Milkovich and Boudreau** view HRM as, *“A series of integrated decisions that form the employment relationship; their quality contributes to the ability of the organizations and the employees to achieve their objective.”*

## **Evolution of Human Resource Management**

The evolution of Human Resource Management can be traced through different stages, reflecting changes in business needs, workforce dynamics, and management philosophies.

### **1. Industrial Revolution Era (Late 18th – Early 20th Century)**

- Focus on mass production and mechanization.
- Employees were seen as mere labourers with little concern for their well-being.
- Harsh working conditions led to labour unions and demands for employee rights.

### **2. Scientific Management Era (Early 20th Century)**

- Frederick Taylor's Scientific Management introduced efficiency in work processes.
- Focus on task specialization, productivity, and wage incentives.
- The emergence of personnel management to handle hiring, wages, and labour relations.

### **3. Human Relations Movement (1930s – 1950s)**

- Elton Mayo's Hawthorne Studies emphasized the importance of employee morale and motivation.
- Recognized the role of social and psychological factors in productivity.
- Shift from treating employees as machines to valuing human relations in the workplace.

### **4. Behavioral Science Approach (1950s – 1970s)**

- Focus on motivation theories (Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory).
- Emphasis on leadership, communication, and organizational behaviour.
- Training and development became essential for workforce management.

### **5. Strategic Human Resource Management (1980s – 2000s)**

- HRM became a strategic function aligned with business goals.
- Emphasis on talent management, performance appraisals, and employee engagement.
- The rise of HR technology for payroll, recruitment, and performance tracking.

### **6. Modern HRM (2000s – Present)**

- Focus on digital HR, remote work, and employee experience.
- Diversity, equity, and inclusion (DEI) became key concerns.
- Use of AI, data analytics, and automation in HR functions.
- Emphasis on work-life balance, mental health, and corporate social responsibility (CSR).

HRM continues to evolve with technological advancements and changing workforce expectations, making it a dynamic and strategic field in business management.

## **Scope of Human Resource Management (HRM)**

HRM covers a wide range of activities aimed at managing an organization's workforce efficiently. The scope of HRM can be categorized into the following key areas:

### **1. Human Resource Planning (HRP)**

- Forecasting workforce needs based on business goals.
- Analysing job roles and workforce availability.

- Ensuring the right people are in the right jobs at the right time.

## **2. Recruitment and Selection**

- Identifying job vacancies and attracting candidates.
- Conducting interviews, tests, and background checks.
- Selecting the best-fit candidates for the organization.

## **3. Employee Training and Development**

- Providing orientation programs for new employees.
- Conducting skill development and leadership training.
- Enhancing employee competencies to meet organizational needs.

## **4. Performance Management**

- Setting employee goals and evaluating performance.
- Conducting performance appraisals and feedback sessions.
- Identifying areas for improvement and career growth.

## **5. Compensation and Benefits**

- Designing salary structures and incentive plans.
- Managing employee benefits like health insurance, bonuses, and retirement plans.
- Ensuring fair and competitive compensation policies.

## **6. Employee Relations and Engagement**

- Maintaining a positive work culture and resolving conflicts.
- Promoting teamwork and employee satisfaction.
- Addressing grievances and ensuring compliance with labour laws.

## **7. Workplace Health and Safety**

- Ensuring a safe working environment.
- Implementing occupational health and safety programs.
- Reducing workplace risks and accidents.

## **8. Industrial Relations and Labour Laws**

- Managing relationships with trade unions and employee associations.
- Ensuring compliance with labour laws and regulations.
- Handling negotiations, disputes, and legal matters.

## **9. HR Technology and Analytics**

- Using HR software for payroll, performance tracking, and recruitment.
- Leveraging data analytics for workforce planning and decision-making.

- Implementing AI-driven HR solutions for efficiency.

## **10. Corporate Social Responsibility (CSR) and Ethics**

- Encouraging ethical HR practices and sustainability initiatives.
- Implementing diversity, equity, and inclusion (DEI) programs.
- Contributing to employee well-being and social responsibility projects.

## **Importance of Human Resource Management (HRM)**

Human Resource Management (HRM) plays a vital role in ensuring the success and sustainability of an organization by effectively managing its workforce. Here are the key reasons why HRM is important:

### 1. Effective Recruitment and Talent Acquisition

- Helps in hiring the right talent for the right job.
- Ensures a skilled and diverse workforce.
- Reduces hiring costs and employee turnover.

### 2. Employee Training and Development

- Enhances employees' skills and knowledge.
- Prepares employees for leadership roles.
- Increases job satisfaction and productivity.

### 3. Performance Management and Productivity

- Sets clear goals and expectations for employees.
- Conducts performance appraisals and feedback sessions.
- Motivates employees to achieve higher efficiency.

### 4. Employee Motivation and Job Satisfaction

- Provides incentives, rewards, and recognition.
- Ensures fair compensation and benefits.
- Improves workplace culture and employee engagement.

### 5. Workplace Harmony and Employee Relations

- Manages conflicts and promotes teamwork.
- Maintains a positive and inclusive work environment.
- Ensures fair treatment and grievance handling.

### 6. Compliance with Labour Laws and Regulations

- Ensures adherence to employment laws and policies.
- Protects employees' rights and prevents legal issues.
- Reduces risks related to workplace discrimination or unfair treatment.

#### 7. Workforce Planning and Business Growth

- Aligns human resources with business goals.
- Helps in succession planning and leadership development.
- Supports long-term organizational growth and stability.

#### 8. Employee Health, Safety, and Well-being

- Implements workplace safety programs.
- Ensures mental health and wellness initiatives.
- Reduces workplace accidents and absenteeism.

#### 9. HR Technology and Data-Driven Decision Making

- Uses HR analytics for better workforce management.
- Automates payroll, recruitment, and performance tracking.
- Enhances efficiency through AI and digital HR solutions.

#### 10. Organizational Development and Competitive Advantage

- Helps in building a strong organizational culture.
- Promotes innovation and adaptability to change.
- Gives a competitive edge by retaining top talent.

### Objectives of Human Resource Management (HRM)

The main objective of **Human Resource Management (HRM)** is to effectively manage an organization's workforce to achieve both business and employee goals. The key objectives can be categorized as follows:

#### 1. Organizational Objectives

- **Ensuring Workforce Productivity** – HRM ensures employees contribute effectively to achieving business goals.
- **Aligning HR with Business Strategy** – HR practices support overall organizational growth and competitiveness.
- **Workforce Planning & Utilization** – Ensures the right people are in the right roles to optimize performance.
- **Adapting to Change** – HRM helps businesses respond to technological, economic, and market changes.

#### 2. Employee-Oriented Objectives

- **Recruiting & Retaining Talent** – Attracts, hires, and retains skilled employees.
- **Employee Development** – Provides training and skill enhancement programs.
- **Career Growth Opportunities** – Supports employees in career advancement and leadership development.
- **Job Satisfaction & Engagement** – Ensures a positive work environment and employee motivation.

### 3. Social & Ethical Objectives

- **Promoting Employee Welfare** – Ensures fair wages, health benefits, and work-life balance.
- **Ensuring Workplace Diversity & Inclusion** – Encourages equal opportunities for all employees.
- **Compliance with Labour Laws** – Ensures adherence to legal and ethical employment practices.
- **Corporate Social Responsibility (CSR)** – Encourages HR initiatives that contribute to society.

### 4. Functional Objectives

- **Effective Performance Management** – Implements appraisals, feedback, and reward systems.
- **Compensation & Benefits Management** – Designs competitive salary structures and incentives.
- **Conflict Resolution & Employee Relations** – Maintains a healthy workplace culture.
- **Workplace Safety & Employee Well-being** – Implements policies to ensure a safe and productive work environment.

HRM plays a crucial role in balancing **organizational success and employee well-being** by focusing on productivity, development, legal compliance, and workplace culture. By achieving these objectives, HRM helps businesses **grow sustainably while ensuring employee satisfaction**.

## Human Capital – Meaning & Importance

Human Capital refers to the knowledge, skills, experience, creativity, and abilities possessed by individuals that contribute to economic and organizational growth. It is an intangible asset that enhances productivity and innovation, making it a crucial factor in a company's success.

### Key Aspects of Human Capital:

1. **Education & Training** – Higher levels of education and skill development increase workforce efficiency.
2. **Work Experience** – Practical knowledge gained over time enhances problem-solving and decision-making.
3. **Health & Well-being** – A healthy workforce leads to increased productivity and reduced absenteeism.

4. **Creativity & Innovation** – Encouraging new ideas and approaches leads to business growth and competitive advantage.
5. **Soft Skills** – Communication, teamwork, leadership, and adaptability play a vital role in workplace success.

### **Importance of Human Capital:**

- Boosts Productivity – Skilled employees perform tasks efficiently, leading to better results.
- Drives Economic Growth – Investments in education and training improve a country's economic performance.
- Enhances Innovation – Knowledgeable employees contribute to new technologies and business strategies.
- Increases Employee Retention – Organizations that invest in human capital development experience lower turnover rates.
- Improves Competitive Advantage – Companies with a highly skilled workforce outperform competitors.
- **Social well-being** – Human capital can contribute to social well-being, equality, and improved quality of life.
- **Workforce readiness** – Human capital can help prepare the workforce for future jobs.
- **Individual earning power** – Investing in human capital can boost an individual's earning power.

### **Ways to Develop Human Capital:**

- Providing **education and skill training**
- Encouraging **lifelong learning and professional development**
- Investing in **health and well-being programs**
- Fostering **innovation and creativity**
- Enhancing **workplace culture and leadership development**

In modern HRM, **human capital is considered a key driver of business success** and is strategically managed to align with organizational goals.

### **Human Resource Manager – Meaning & Role**

A **Human Resource Manager** is a professional responsible for overseeing an organization's workforce by managing recruitment, employee relations, training, performance, and workplace policies. They ensure that employees are motivated, productive, and aligned with business goals.

### **Role of a Human Resource Manager**

A **Human Resource Manager** plays a key role in managing an organization's workforce, ensuring employee satisfaction, and aligning HR strategies with business goals. Their

responsibilities cover a wide range of functions, including recruitment, training, performance management, and employee relations.

#### 1. Recruitment and Talent Acquisition

- Identifies staffing needs and job requirements.
- Conducts recruitment, interviews, and selection processes.
- Ensures the organization hires the right talent.

#### 2. Employee Training and Development

- Plans and implements training programs.
- Enhances employee skills for career growth.
- Encourages continuous learning and leadership development.

#### 3. Performance Management

- Sets performance goals and conducts appraisals.
- Provides feedback and guidance for improvement.
- Rewards high-performing employees through incentives and promotions.

#### 4. Compensation and Benefits Management

- Designs fair and competitive salary structures.
- Manages employee benefits like health insurance, bonuses, and retirement plans.
- Ensures compliance with labour laws regarding wages.

#### 5. Employee Relations and Workplace Culture

- Maintains a positive work environment.
- Resolves employee grievances and conflicts.
- Encourages diversity, inclusion, and teamwork.

#### 6. Compliance with Labour Laws and Policies

- Ensures adherence to employment laws and ethical standards.
- Prevents workplace discrimination, harassment, and unfair treatment.
- Manages policies related to working hours, leaves, and employee rights.

#### 7. Health, Safety, and Well-being

- Implements workplace safety programs.
- Promotes mental health and wellness initiatives.
- Reduces absenteeism and workplace accidents.

#### 8. HR Technology and Data Analytics

- Uses HR software for payroll, attendance tracking, and recruitment.
- Leverages HR analytics to improve workforce planning.
- Implements AI-driven HR solutions for better decision-making.

#### 9. Organizational Development and Change Management

- Helps in business restructuring and adapting to market changes.
- Drives innovation and continuous improvement.
- Supports mergers, acquisitions, and corporate expansions.

#### 10. Employee Engagement and Motivation

- Organizes team-building activities and engagement programs.
- Encourages employee feedback and open communication.
- Creates a culture of recognition and appreciation.

### **RESPONSIBILITIES OF HUMAN RESOURCE MANAGER**

The primary responsibilities of Human Resource managers are:

- To develop a thorough knowledge of corporate culture, plans and policies.
- To act as an internal change agent and consultant
- To initiate change and act as an expert and facilitator
- To involve actively in company's strategy formulation
- To keep communication line open between the HRD function and individuals and groups both within and outside the organization
- To identify and evolve HRD strategies in consonance with overall business strategy.
- To facilitate the development of various organizational teams and their working relationship with other teams and individuals.
- To try and relate people and work so that the organization objectives are achieved efficiently and effectively.
- To diagnose problems and determine appropriate solution particularly in the human resource areas.
- To provide co-ordination and support services for the delivery of HRD programmes and services
- To evaluate the impact of an HRD intervention or to conduct research so as to identify, develop or test how HRD in general has improved individual and organizational performance.

### **Challenges Faced by Human Resource Managers**

HR managers play a crucial role in managing an organization's workforce, but they also face several challenges in today's dynamic business environment. Here are some of the major challenges they encounter:

#### **1. Talent Acquisition and Retention**

- Attracting skilled employees in a competitive job market.
- Reducing employee turnover and increasing job satisfaction.
- Creating a strong employer brand to attract top talent.

## 2. Managing Workforce Diversity

- Ensuring equal opportunities for employees from different backgrounds.
- Addressing cultural, generational, and gender differences in the workplace.
- Promoting diversity, equity, and inclusion (DEI) initiatives.

## 3. Adapting to Technological Changes

- Implementing HR technology such as AI, automation, and HR analytics.
- Training employees to use digital tools efficiently.
- Managing cybersecurity and data privacy concerns in HR systems.

## 4. Employee Engagement and Productivity

- Maintaining motivation and morale in a hybrid or remote work setup.
- Encouraging teamwork and collaboration in a digital workplace.
- Addressing employee burnout and job dissatisfaction.

## 5. Compliance with Labour Laws and Regulations

- Keeping up with frequent changes in labour laws and employment regulations.
- Ensuring fair wages, working hours, and employee rights.
- Preventing workplace harassment, discrimination, and legal disputes.

## 6. Performance Management and Career Growth

- Setting realistic performance expectations and KPIs.
- Providing regular feedback and constructive criticism.
- Identifying and developing future leaders within the organization.

## 6. Compensation and Benefits Management

- Designing competitive salary structures and benefits packages.
- Balancing cost efficiency with employee satisfaction.
- Managing payroll, incentives, and rewards effectively.

## 8. Workplace Safety and Employee Well-being

- Ensuring a safe and healthy work environment.
- Managing mental health concerns and stress management programs.
- Addressing work-life balance issues to prevent burnout.

## 9. Change Management and Organizational Development

- Helping employees adapt to organizational changes, such as mergers or restructuring.
- Overcoming resistance to new policies, technologies, and work models.
- Building a culture of continuous learning and innovation.

## 10. Remote Work and Hybrid Work Challenges

- Managing communication and collaborate on among remote teams.
- Ensuring accountability and monitoring remote employee performance.
- Maintaining a strong company culture despite physical distance.

### **HUMAN RESOURCE POLICIES**

Policy is the man made rule of pre-determined course of action that is established to guide the performance of work toward the organization objectives. – Yoder

- Predetermined established guideline towards the attained of accepted goals and objectives.
- Guidelines facilitate properly designed efforts to accomplish the strategic intent.

HR Policies refer to principles and rules to conduct which “Formulate, redefine, break into details and decide a number of actions” that govern the relationship with employees in the attainment of organizational objectives.

#### **Need for a HR Policy**

- Avoid unintended obligations
- Legal requirements
- Employment at will, contractual status
- Defense of claims
- Helps avoid union organizing
- Risk management
- Time saver

#### **Features of a sound HR Policy**

- Definite, positive, clear and easy to understand
- Written
- Reasonable stable
- Supplementary to all other policies of the organization and the public policy.

#### **Aims and objective of HR policies**

- Enable the organization to carry out the main objectives

- Awareness of items in policies and to secure the co operation
- Sense of unity with the enterprise
- Provide competent, adequate and trained personnel for all levels and types of management
- To protect the common interest of all parties
- Recognize the role trade unions in the organization.
- Efficient consultative service.
- Management leadership
- Delegating the human relations
- Co-operative understanding
- Security of employment
- Opportunity for growth
- Payment of fair and adequate wages
- To recognize the work and accomplishments
- To create the sense of responsibility.

### Current Trends in Human Resource Policies (HR Policies)

HR policies are evolving rapidly to adapt to changing workforce expectations, technological advancements, and global business dynamics. Here are some of the latest **trends in HR policies**:

#### 1. Flexible Work Policies

- Hybrid work models (mix of remote and office work).
- Flexible working hours to improve work-life balance.
- Policies supporting gig workers and freelancers.

#### 2. Diversity, Equity, and Inclusion (DEI) Policies

- Equal opportunities regardless of gender, race, or background.
- Inclusive hiring practices and bias-free recruitment.
- Support for employees with disabilities and underrepresented groups.

#### 3. Employee Well-being and Mental Health Policies

- Paid mental health leave and counseling support.

- Work-life balance initiatives (e.g., four-day workweeks).
- Stress management and wellness programs.

#### 4. AI and Digital HR Transformation

- AI-driven recruitment and performance tracking.
- Automated payroll and HR analytics for decision-making.
- Virtual onboarding and digital learning platforms.

#### 5. Performance Management & Continuous Feedback

- Real-time feedback instead of traditional annual appraisals.
- Use of HR tech for performance tracking and goal setting.
- Personalized career growth plans for employees.

#### 6. Upskilling and Reskilling Policies

- Employer-sponsored courses and certifications.
- Focus on digital skills, AI, and leadership training.
- Internal mobility programs for career growth.

#### 7. Sustainable and Ethical HR Policies

- Green HR initiatives (eco-friendly workplaces, paperless HR).
- Ethical labour practices and responsible business conduct.
- Policies supporting corporate social responsibility (CSR).

#### 8. Compensation and Benefits Innovations

- Performance-based bonuses and profit-sharing schemes.
- Holistic benefits (parental leave, child care, elder care support).
- Stock options and financial wellness programs.

#### 9. Employee Experience and Engagement

- Personalized HR policies tailored to individual needs.
- Employee listening programs and engagement surveys.
- Fun workplace initiatives and recognition programs.

#### 10. Data-Driven HR Decision-Making

- HR analytics to improve hiring, retention, and workforce planning.
- Predictive analytics for employee turnover and performance trends.
- Use of big data for diversity hiring and compensation benchmarking.

## **Computer Applications in Human Resource Management (HRM)**

Technology plays a crucial role in modern Human Resource Management, making processes more efficient, data-driven, and automated. Here are some key computer applications used in HRM:

### **1. Human Resource Information System (HRIS)**

- Stores and manages employee records.
- Tracks employee attendance, leave, and payroll.
- Ensures compliance with labour laws and company policies.
- Example Software: SAP Success Factors, Oracle HCM, Bamboo HR

### **2. Payroll Management Systems**

- Automates salary calculations and tax deductions.
- Ensures timely payment of wages and bonuses.
- Reduces payroll errors and maintains compliance.
- Example Software: ADP, QuickBooks Payroll, Gusto

### **3. Recruitment and Applicant Tracking Systems (ATS)**

- Automates job posting and candidate screening.
- Helps in resume parsing and shortlisting.
- Tracks recruitment progress and onboarding status.
- Example Software: Workday, Greenhouse, Zoho Recruit

### **4. Employee Performance Management Software**

- Tracks key performance indicators (KPIs)
- Provides real-time feedback and performance reviews.
- Supports goal-setting and career development.
- Example Software: 15Five, Lattice, Trakstar

### **5. Training and Development Platforms**

- Offers online courses and certifications.
- Tracks employee learning progress and skill development.
- Supports virtual onboarding and e-learning.
- Example Software: Udemy for Business, LinkedIn Learning, Cornerstone On Demand

### **6. Employee Engagement and Collaboration Tools**

- Facilitates communication among employees and HR teams.
- Conducts employee satisfaction surveys and feedback sessions.
- Organizes virtual meetings and team-building activities.
- Example Software: Microsoft Teams, Slack, Glint

### **7. Time and Attendance Management Systems**

- Automates shift scheduling and attendance tracking.
- Uses biometric and facial recognition systems.
- Reduces absenteeism and enhances workforce planning.
- Example Software: Kronos, Time Doctor, Replicon

### **8. HR Analytics and AI-Based Decision Making**

- Uses data-driven insights for workforce planning.
- Predicts employee turnover and engagement levels.
- Helps in diversity hiring and compensation analysis.
- Example Software: Visier, Tableau, IBM Watson Talent Insights

### 9. Compliance and Legal Management Tools

- Ensures adherence to labour laws and HR policies.
- Automates contract generation and documentation.
- Tracks workplace safety and compliance records.
- **Example Software:** Zenefits, HR Acuity, Compliance HR

### 10. Remote Work and Hybrid Workforce Management

- Manages remote employee productivity and engagement.
- Tracks task progress and collaboration.
- Supports virtual meetings and real-time project tracking.
- **Example Software:** Asana, Trello, Zoom

## Human Resource Accounting (HRA)

Meaning:

HRA is the process of identifying, measuring, and reporting the value of human resources in financial terms. It treats employees as valuable assets, providing a clearer picture of their contribution to organizational performance.

Objectives of HRA:

- To measure the cost incurred in hiring, training, and developing employees.
- To evaluate the economic value of employees' knowledge, skills, and abilities.
- To improve management decisions related to hiring, training, and retention.
- To disclose the value of human resources in financial statements.

Methods of Human Resource Accounting:

#### 1. Cost-Based Approach:

- *Historical Cost Method:* Costs related to recruitment, training, and development.
- *Replacement Cost Method:* Cost to replace existing employees with similar skills.

#### 2. Value-Based Approach:

- *Economic Value Method:* Present value of future earnings of employees.
- *Adjusted Present Value Method:* Adjusts the economic value based on employee performance and potential.

Benefits of HRA:

- Enhances transparency in financial reporting.

- Helps in strategic planning and HR budgeting.
- Improves employee motivation and retention by recognizing their value.
- Assists in workforce planning and resource allocation.
- Helps in making informed decisions about investments in employee development.

## Human Resource Audit

Meaning:

A Human Resource Audit is a systematic evaluation of HR policies, practices, systems, and documentation. It aims to assess the effectiveness, compliance, and alignment of HR functions with organizational goals.

Objectives of HR Audit:

- To evaluate the efficiency of HR policies and procedures.
- To ensure compliance with labour laws and regulations.
- To identify areas for improvement in HR practices.
- To assess the alignment of HR strategy with business objectives.

Key Areas of HR Audit:

1. **Recruitment and Selection** – Evaluates hiring practices and candidate experience.
2. **Training and Development** – Assesses training effectiveness and employee development.
3. **Performance Management** – Reviews appraisal processes and feedback systems.
4. **Compensation and Benefits** – Analyses salary structures and benefit plans.
5. **Employee Relations** – Examines grievance handling, workplace culture, and engagement.
6. **Compliance and Legal Issues** – Ensures adherence to labour laws and regulations.
7. **Health and Safety** – Reviews workplace safety programs and employee well-being initiatives.

**Steps in Conducting an HR Audit:**

1. **Define the Audit Scope:** Decide which areas to review—recruitment, training, compliance, etc.
2. **Collect Data:** Gather information through surveys, interviews, and documentation reviews.
3. **Analyse Findings:** Compare current practices against benchmarks or best practices.
4. **Report Results:** Highlight strengths, weaknesses, and recommendations for improvement.
5. **Follow-up:** Implement changes and monitor progress over time.

Benefits of HR Audit:

- Improves HR efficiency and effectiveness.
- Enhances legal compliance and risk management.
- Identifies gaps in HR practices and suggests corrective actions.
- Aligns HR functions with strategic business goals.

**Human Resource Accounting** and **Human Resource Audit** are essential tools for evaluating the value and effectiveness of an organization's human resources. They provide insights into the financial worth of employees and assess HR practices, policies, and compliance.

## UNIT 2

### UNIT II - WORKFORCE PLANNING AND TALENT ACQUISITION

#### SYLLABUS

Importance of Human Resource Planning — Forecasting human resource requirement — matching supply and demand - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction and Socialization- Theories, Methods and Process. Legal and ethical issues in hiring

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#### CO-PO AND BLOOMS TAXONOMY

Lecture No	Concept	CO	PO	Blooms Taxonomy
1	Human Resource Planning- Meaning, Definition, Importance of Human Resource Planning	CO2	P01,P02	K1,K2,K3,K4,K5,K6
2	Forecasting human resource requirement, Methods of HR Forecasting, Factors affecting HR Forecasting	CO2	P02	K1,K2,K3,K4,K5,K6
3	matching supply and demand- steps, Importance Internal and External sources- <b>Types, Comparison</b>	CO2	P02	K1,K2,K3,K4,K5,K6
4	Organizational Attraction- Factors, Importance, Examples	CO2	P02	K1,K2,K3,K4,K5,K6
5	Organizational Attraction Examples, theories, Methods, process	CO2	P01,P02	K1,K2,K3,K4,K5,K6
6	Recruitment – Meaning, Definition, Theories, Methods and Process	CO2	P01,P02,P04	K1,K2,K3,K4,K5,K6
7	Selection - Theories, Methods and Process	CO2	P01,P02,P04	K1,K2,K3,K4,K5,K6
8	Induction – Meaning, objectives, importance, Theories, Methods and Process	CO2	P01,P02,P04	K1,K2,K3,K4,K5,K6
9	Socialization - Theories, Methods and Process	CO2	P01,P02,P04	K1,K2,K3,K4,K5,K6

#### Human Resource Planning (HRP)

#### Meaning

- ❖ Human Resource Planning is the process of systematically forecasting an organization's future human resource needs and developing strategies to meet those needs.

- ❖ It ensures that the right number of employees, with the right skills, are available at the right time to achieve organizational goals effectively.
- ❖ HRP involves analysing workforce demand and supply, identifying gaps, and implementing strategies for recruitment, training, and retention.
- ❖ **Key Aspects of HRP:**
  - **Forecasting HR Requirements** – Estimating future workforce need.
  - **Analysing Workforce Supply** – Assessing internal and external talent availability.
  - **Identifying Gaps** – Determining skill shortages and surpluses.
  - **Developing Action Plans** – Implementing strategies like recruitment, training, and succession planning.
  - **Monitoring and Evaluation** – Reviewing HR strategies and making necessary adjustments.
- ❖ Thus Human Resource Planning is the systematic and continuing process by which an organisation determines its human resource management needs and issues, and develop and implements plans to address them.

## Definitions

### 1. **Dale S. Beach defines**

*"Human Resource Planning is a process of determining and assuring that the organization will have an adequate number of qualified persons, available at the proper times, performing jobs that meet the needs of the organization and providing satisfaction for the individuals involved."*

### 2. **Edward W. Chaterjee defines**

*"Human Resource Planning is the process by which an organization ensures that it has the right number and kind of people, at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives."*

### 3. **Coleman defines**

*"Human Resource Planning is the process of determining manpower requirements and the means for meeting those requirements to carry out the integrated plan of the organization."*

## Importance of Human Resource Planning

Human Resource Planning (HRP) plays a crucial role in ensuring an organization has the right talent to achieve its goals efficiently. It helps in workforce management, cost control, and overall business growth. Below are the key reasons why HRP is essential:

## 1. Ensures Right Workforce Availability

HRP helps organizations forecast future workforce requirements and ensures they have the right number of skilled employees at the right time.

## 2. Helps in Talent Acquisition & Retention

By analysing workforce demand and supply, HRP aids in attracting, recruiting, and retaining top talent, reducing employee turnover.

## 3. Supports Organizational Growth & Expansion

When businesses expand, HRP ensures a sufficient and well-trained workforce to meet increased operational demands.

## 4. Reduces Labour Costs & Optimizes Resource Utilization

Effective HRP minimizes labour shortages and surpluses, reducing costs associated with overstaffing or understaffing.

## 5. Enhances Employee Productivity & Performance

HRP ensures that employees are placed in suitable roles, leading to improved efficiency, job satisfaction, and overall performance.

## 6. Prepares for Future Workforce Challenges

With technological advancements and market changes, HRP helps organizations adapt by upskilling employees and planning for new job roles.

## 7. Improves Succession Planning

HRP identifies potential leaders within the organization, ensuring smooth transitions in key positions through proper succession planning.

## 8. Facilitates Strategic Decision-Making

HRP provides data-driven insights for business leaders, helping them make informed decisions on hiring, training, and workforce management.

## 9. Ensures Compliance with Labour Laws & Regulations

HRP ensures adherence to employment laws, preventing legal issues related to workforce management.

## 10. Contributes to Employee Development & Training

By assessing skill gaps, HRP supports training and development programs, keeping employees competitive in the market.

## Forecasting Human Resource Requirements

- ❖ **Human Resource Forecasting** is the process of estimating the future workforce needs of an organization in terms of quantity (number of employees) and quality (skills and competencies). It helps businesses plan for recruitment, training, promotions, and succession planning.
- ❖ Human Resource Forecasting is the process of estimating the number and type of employees required by an organization in the future. It helps in ensuring that the right people with the right skills are available at the right time to meet business objectives.
- ❖ **Objectives of HR Forecasting:**
  - Ensure a balanced workforce to meet future business demands.
  - Reduce labour shortages and surpluses.
  - Support strategic decision-making in recruitment, training, and retention.
  - Optimize workforce costs and productivity.
  - Align human resource planning with organizational goals.

## Methods of Forecasting Human Resource Requirements

### 1. Quantitative Methods (Data-Driven Forecasting)

These methods use mathematical and statistical tools to predict workforce needs.

#### a) Trend Analysis

- Uses past employment trends to predict future HR requirements.
- Example: If a company increased its workforce by 10% annually over the last five years, a similar trend may be expected.

#### b) Ratio Analysis

- Establishes a ratio between business activity (sales, production, etc.) and workforce requirements.
- Example: If a company needs 1 HR personnel for every 100 employees, workforce expansion can predict HR requirements.

#### c) Workload Analysis

- Determines workforce needs based on expected workload and productivity levels.
- Example: If an employee can handle 50 customer inquiries per day, an increase to 500 inquiries means 10 employees will be needed.

#### d) Regression Analysis

- Uses statistical models to examine the relationship between workforce size and business growth indicators.
- Example: If sales revenue is a key predictor of workforce needs, regression analysis can estimate the number of employees required for future sales growth.

## 2. Qualitative Methods (Expert-Driven Forecasting)

These methods rely on expert opinions and managerial judgment rather than numerical data.

### a) Delphi Technique

- Experts give their workforce predictions anonymously, and multiple rounds of discussion refine the final forecast.
- Useful for strategic workforce planning and leadership needs.

### b) Managerial Judgment

- Managers at different levels estimate workforce requirements based on business plans and experience.
- Commonly used for short-term HR planning.

### c) v Replacement Charts & Succession Planning

- Identifies key positions and potential replacements to ensure leadership continuity.
- Helps organizations prepare for retirements and promotions.

### d) Workforce Demand & Supply Matching

- Compares internal workforce availability with projected business needs.
- Determines whether recruitment, training, or automation is needed.

## Process of Human Resource Forecasting

Human Resource (HR) forecasting is the process of predicting the future HR needs of an organization to ensure it has the right number of employees, with the right skills, at the right time. This process helps organizations plan for workforce changes, align their human resources with business goals, and ensure they can meet future demands. The HR forecasting process involves several key steps:

### 1. Analysing Organizational Goals and Objectives

- **Understand Business Strategy:** Start by reviewing the company's long-term business strategy, goals, and objectives. This helps in aligning the workforce with the expected business direction.

- **Identify Key Drivers:** Assess the factors driving the demand for labour, such as expansion plans, new product development, technological changes, and market growth.

## 2. Current Workforce Analysis

- **Workforce Inventory:** Conduct a detailed analysis of the current workforce, including skills, qualifications, experience, age, and job roles. This helps in identifying any skills gaps and areas where current employees may need training or development.
- **Employee Turnover Rate:** Look at past turnover rates and trends to estimate future attrition. Understanding who is leaving and why can help predict when and where replacement hiring may be necessary.
- **Absenteeism Patterns:** Assess patterns in absenteeism or disengagement to determine potential risks in workforce productivity.

## 3. Demand Forecasting

- **Estimation of Labour Demand:** Predict the future demand for labour by considering factors like production schedules, business expansion, new project launches, or market trends. This can involve:
  - Quantitative methods (e.g., statistical models or historical data trends)
  - Qualitative methods (e.g., managerial judgment or expert opinions)
- **Job Roles and Skills:** Determine the types of roles and specific skills that will be needed to meet the organization's goals.

## 4. Supply Forecasting

- **Internal Supply:** Assess the current supply of talent within the organization, including potential internal promotions, transfers, or retirements.
- **External Supply:** Analyse the external labour market to gauge the availability of required skills and talent. Factors like local labour market trends, industry standards, and competition for talent should be considered.
- **Recruitment Trends:** Evaluate the availability of external candidates for hiring, including whether there are adequate candidates for the roles identified in the demand forecasting.

## 5. Gap Analysis

- **Skills Gap Analysis:** Compare the demand for labour and skills with the current workforce's capabilities. This helps identify areas where there may be shortages or overages of employees with the required skills.
- **Workforce Shortage or Surplus:** Determine if there will be a shortage or surplus of labour. This can involve examining both the number of employees needed and the skills or expertise required.

## 6. Action Plans and Strategies

- **Hiring Plans:** If a shortage is expected, develop strategies for recruiting new employees or bringing in temporary workers to fill the gap. Consider strategies like talent acquisition, headhunting, or campus recruitment.
- **Training and Development:** If a skills gap exists, plan for internal training, reskilling, or upskilling programs to prepare existing employees for future demands.
- **Succession Planning:** If key positions are at risk due to potential retirements or turnover, implement succession planning to ensure leadership continuity.
- **Outsourcing or Automation:** In case of surpluses, consider outsourcing certain functions or automating repetitive tasks to optimize the workforce.

## 7. Implementation and Monitoring

- **Implement Strategies:** Put the action plans into motion, which might involve hiring, training, or making adjustments to workforce schedules.
- **Continuous Monitoring:** Continuously monitor the workforce's performance, skills development, and market trends to ensure that HR forecasting remains aligned with organizational goals. It's crucial to adjust plans as business conditions evolve.
- **Adjust as Necessary:** HR forecasting is a dynamic process, so it's important to adjust strategies as unforeseen changes occur in the business environment, market conditions, or workforce dynamics.

## 8. Review and Evaluation

- Regularly review the forecasting process and evaluate how well it met the organization's goals and business objectives.
- Gather feedback from HR managers and department heads to fine-tune the forecasting process and make it more accurate in future cycles.

## Factors Affecting HR Forecasting

1. **Business Growth & Expansion** – More employees are needed when companies expand.
2. **Technological Advancements** – AI and automation may reduce or alter workforce needs.
3. **Employee Turnover** – Resignations and retirements impact staffing levels.
4. **Economic Conditions** – Recessions may lead to hiring freezes, while growth periods demand more workforce.
5. **Government Policies & Labour Laws** – Compliance with labour laws influences hiring decisions.

## Matching Supply and Demand in Human Resource Planning

In Human Resource Planning (HRP), **matching supply and demand** refers to balancing the availability of employees (supply) with the organization's workforce needs (demand). This ensures that the right number of employees with the right skills are available when needed.

### a) Human Resource Demand (**Workforce Requirements**)

- The number and type of employees needed in the future.
- Depends on factors like business expansion, retirements, turnover, and new technology.

### b) Human Resource Supply (**Workforce Availability**)

- The number of employees currently available within the organization and in the job market.
- Includes internal employees (promotions, transfers) and external candidates (new hires).

## Steps in Matching HR Supply and Demand

### Step 1: Analysing HR Demand

- Forecast the number of employees needed based on business growth, workload, and skill requirements.
- Use **trend analysis, workload analysis, or managerial judgment** to estimate demand.

### Step 2: Analysing HR Supply

- Assess internal workforce availability through **employee records, succession planning, and training programs**.
- Evaluate external labour market conditions, including **unemployment rates and skill availability**.

### Step 3: Identifying Gaps

- If **demand exceeds supply**, there is a **shortage** (e.g., more employees are needed).
- If **supply exceeds demand**, there is a **surplus** (e.g., too many employees for available jobs).

### Step 4: Developing Action Plans

- **If there is a shortage:**
  - **Recruitment & Hiring** – Hiring new employees from external sources.
  - **Training & Development** – Upskilling existing employees to meet job demands.
  - **Promotions & Internal Transfers** – Filling roles with current employees.

- **Automation & Technology Adoption** – Reducing dependency on labour.
- **If there is a surplus:**
  - **Redeployment** – Transferring employees to other departments or locations.
  - **Retirement Schemes & Voluntary Separation** – Encouraging early retirements.
  - **Workforce Downsizing** – Layoffs or reducing working hours (as a last resort).

### Step 5: Monitoring and Adjusting

- Regularly review workforce planning strategies to ensure alignment with business goals.
- Adjust strategies based on market conditions and business changes.

### Importance of Matching Supply and Demand in HRP

- Ensures business continuity and smooth operations.
- Reduces hiring costs and prevents labour shortages.
- Improves employee productivity and job satisfaction.
- Helps organizations adapt to industry and market changes.

### Internal and External Sources of Human Resource Supply

Human resource supply comes from two main sources: **Internal sources** (existing employees within the organization) and **External sources** (new candidates from outside the organization).

#### Internal Sources of HR Supply

Internal sources refer to employees who are already working within the organization. These sources help in filling vacancies through promotions, transfers, or training existing employees.

#### Advantages of Internal Sources

- Cost-effective (saves recruitment and training costs).
- Employees are already familiar with company culture and processes.
- Increases employee motivation and loyalty.
- Faster selection and placement.

#### Types of Internal Sources:

1. **Promotions** – Advancing an employee to a higher position based on performance and experience.
2. **Transfers** – Moving employees from one department or location to another.
3. **Internal Job Postings** – Allowing existing employees to apply for job openings within the organization.

4. **Employee Referrals** – Employees recommend suitable candidates from within their networks.
5. **Training & Development Programs** – Upskilling current employees to take on new roles.
6. **Succession Planning** – Preparing employees for leadership roles in the future.
7. **Re-employment of Retired or Former Employees** – Hiring back experienced employees who previously worked with the organization.

### External Sources of HR Supply

External sources refer to hiring employees from outside the organization. This is necessary when internal talent is not sufficient to meet the organization's needs.

#### Advantages of External Sources

- Brings in fresh talent, skills, and ideas.
- Helps in filling skill gaps that internal employees may not have.
- Can improve diversity and innovation in the workforce.
- Helps in expanding business operations with new expertise.

#### Types of External Sources:

1. **Job Portals & Company Websites** – Posting vacancies on platforms like LinkedIn, Naukri, or company career pages.
2. **Campus Recruitment** – Hiring fresh graduates from colleges and universities.
3. **Employment Agencies & Consultancies** – Professional recruiters help in finding the right candidates.
4. **Walk-in Interviews** – Candidates directly visit the company for interviews.
5. **Social Media Recruitment** – Using LinkedIn, Facebook, or Twitter to attract candidates.
6. **Employee Referrals** – Encouraging employees to refer friends or acquaintances.
7. **Internship Programs** – Offering internships and converting interns into full-time employees.
8. **Job Fairs & Recruitment Drives** – Participating in large-scale hiring events.
9. **Poaching & Raiding** – Hiring employees from competitor companies by offering better compensation.
10. **Government Employment Exchanges** – Public job agencies that help unemployed individuals find jobs.

### Comparison: Internal vs. External Sources

Factor	Internal Sources	External Sources
Cost	Low recruitment cost	Higher cost due to advertising, selection, and training

Factor	Internal Sources	External Sources
Time	Faster hiring process	Takes more time to find and on-board new employees
Skill Development	Limited new skills introduced	Brings fresh skills and perspectives
Employee Morale	Boosts morale through promotions	May cause dissatisfaction among current employees
Adaptability	Employees already familiar with the company	New hires may take time to adapt

## Organizational Attraction

**Organizational Attraction** refers to the factors that make an organization appealing to potential employees, customers, investors, or other stakeholders. It plays a critical role in employer branding and talent acquisition, influencing how people perceive and engage with a company.

**Organizational Attraction** simply means how appealing a company is to people, especially job seekers, employees, customers, and investors. It is about why people want to work for, buy from, or invest in a company.

A company becomes attractive when it has a **good reputation, a positive work environment, fair salaries, career growth opportunities, and ethical business practices.**

For example, companies like Google and Tata are attractive because they offer good salaries, career growth, and a great work culture.

## Key Factors Influencing Organizational Attraction

### 1. Strong Employer Brand

- A company with a good reputation attracts talented employees.
- Example: Google is attractive because of its innovative culture and employee perks.

### 2. Positive Work Culture

- A supportive, inclusive, and ethical work environment makes employees happy and productive.
- Example: Companies like Infosys and TCS focus on employee well-being, making them desirable places to work.

### 3. Competitive Compensation & Benefits

- Attractive salaries, bonuses, healthcare, and other perks help retain and attract employees.
- Example: Start-ups may offer stock options to attract top talent when they cannot offer high salaries.

### 4. Career Growth & Development

- Companies that offer training, mentorship, and career advancement opportunities attract ambitious employees.
  - Example: IBM provides continuous learning opportunities, making it attractive to professionals.
- 5. Corporate Social Responsibility (CSR)**
- Ethical practices, sustainability efforts, and social initiatives attract employees and customers who value responsible businesses.
  - Example: Companies like **Tesla** attract employees and customers who care about environmental sustainability.
- 6. Work-Life Balance & Flexibility**
- Flexible work schedules, remote work options, and employee wellness programs make an organization more appealing.
  - Example: Many IT companies offer hybrid work models, attracting professionals seeking work-life balance.
- 7. Leadership & Management Style**
- Transparent, ethical, and inspiring leadership increases trust and organizational attraction.
  - Example: Companies led by visionary leaders, like Apple under Steve Jobs, attract talent and investors.
- 8. Financial Stability & Job Security**
- A financially strong company with steady growth is more attractive to employees and investors.
  - Example: Established companies like Reliance and Tata attract people due to their stability.
- 9. Innovation & Technology** – Adoption of modern technologies and innovative practices.
- 10. Work Environment & Diversity** – Inclusivity, teamwork, and organizational climate.

### Why is Organizational Attraction Important?

- **Talent Acquisition & Retention** – Helps in attracting and retaining skilled employees.
- **Competitive Advantage** – Enhances the company's ability to compete for top talent.
- **Employee Engagement & Productivity** – Motivates employees to perform better.
- **Brand Reputation** – A positive perception strengthens overall business growth.
- **Customer & Investor Confidence** – Attracts investors and builds trust among customers.

### Organizational Attraction in Entrepreneurship

For start-ups and small businesses, organizational attraction is key to **building a strong team, gaining customers, and securing investments.**

- **How Start-ups Can Increase Attraction:**
  1. Offer an exciting vision and mission.
  2. Provide career growth and learning opportunities.
  3. Foster a flexible and innovative work culture.

4. Build a strong brand identity.
5. Engage in ethical and socially responsible business practices.

For example, **BYJU'S** became attractive by offering innovation in education and career growth opportunities, making it a top choice for employees and investors.

## **Organizational Attraction Theories**

**Organizational Attraction Theories** refer to the various psychological and social frameworks that explain how individuals are drawn to particular organizations. These theories help us understand why job seekers are attracted to specific companies, how they form perceptions about organizational cultures, and how organizations can effectively market themselves to attract top talent.

Here are some of the key theories related to organizational attraction:

### **1. Person-Organization Fit (P-O Fit) Theory**

- This theory suggests that people are attracted to organizations whose values, culture, and goals align with their personal values, beliefs, and goals.
- The better the fit between an individual and an organization, the more likely they will be attracted to, and remain with, the organization.
- **Types of Fit:**
  - **Supplementary Fit:** This occurs when an individual's characteristics complement or align with the organization's culture (e.g., a creative person joining a highly innovative company).
  - **Complementary Fit:** This occurs when an individual's needs are met by the organization's resources (e.g., an ambitious individual joining a company offering career advancement opportunities).
- Companies with a strong, clearly defined culture and values that match the preferences of potential employees are more likely to attract individuals who are a good fit, leading to higher employee satisfaction and retention.

### **2. Social Exchange Theory**

- This theory focuses on the concept of reciprocal relationships. It suggests that individuals are drawn to organizations where they perceive a fair exchange of benefits (e.g., compensation, job satisfaction, career development) in return for their effort and commitment.
- People are motivated by the idea of give-and-take. If an organization offers employees what they value, they are more likely to be attracted to it.
- Organizations that provide attractive compensation packages, work-life balance, and opportunities for career development are likely to attract top talent.

### **3. Signaling Theory**

- Signaling theory emphasizes that organizations send signals to potential employees about what it's like to work there. These signals come from various sources, including advertisements, company websites, employer branding, and employee reviews.
- Organizations that communicate clear, positive signals about their culture, values, and work environment are more likely to attract candidates who perceive the organization as a good fit for their career goals and values.
- Organizations need to manage their external communication effectively to project a strong, appealing brand and attract the right talent. Transparency about culture, values, and benefits can help convey the right signals.

#### 4. Attraction-Selection-Attrition (ASA) Framework

- Developed by Benjamin Schneider, the ASA model posits that individuals are attracted to organizations that fit their values and characteristics, organizations select those individuals who fit well with their culture, and over time, people who don't fit the culture tend to leave (attrition).
- The ASA cycle suggests that organizations naturally attract and retain employees who fit well within the existing organizational culture, while employees who don't align with that culture are more likely to leave.
- Organizations that effectively communicate their culture and values in their recruitment efforts are likely to attract individuals who share similar values, leading to higher job satisfaction, better performance, and lower turnover.

#### 5. Branding and Employer Value Proposition (EVP) Theory

- This theory focuses on the concept of **Employer Branding** and how organizations can create a strong EVP to attract talent. EVP is the unique set of offerings, values, and benefits that an organization provides to its employees in exchange for their skills and performance.
- A strong EVP allows organizations to stand out in a competitive job market. It communicates the organization's culture, opportunities, and benefits clearly to potential candidates.
- By developing a compelling EVP and consistently reinforcing it across various platforms (e.g., job postings, social media, recruitment events), organizations can improve their ability to attract top talent who resonate with the company's values and mission.

#### 6. Cultural Fit Theory

- This theory posits that people are more likely to be attracted to organizations where they perceive a cultural similarity to their own values, attitudes, and behaviours.
- Cultural fit is not just about skills or experience; it's about how well an individual's personality and values align with the organization's culture.
- Organizations with a distinct culture that actively recruit for cultural fit are likely to experience better employee engagement, lower turnover, and improved performance.

## 7. Realistic Job Previews (RJP) Theory

- RJP refers to providing potential candidates with a truthful, balanced view of what the job and the organization are really like, including both the positive and negative aspects. This can help manage expectations and increase the likelihood of attracting employees who are genuinely interested in the role.
- By providing a realistic preview of the job, organizations can attract candidates who are more likely to be satisfied with their role and stay longer, as they have a clearer understanding of the expectations and challenges.
- Offering RJP during the recruitment process helps ensure a better fit, reducing turnover and promoting long-term employee satisfaction.

## 8. Person-Job Fit (P-J Fit) Theory

- This theory highlights that individuals are attracted to jobs that match their skills, abilities, and preferences. The more an individual believes that a particular job will allow them to utilize their skills and interests, the more likely they are to be attracted to that role.
- This theory emphasizes the match between the person's specific skills and the job's requirements.
- **Implication:** By clearly defining job roles, responsibilities, and required competencies, organizations can attract candidates whose skillsets align with the job, leading to better job satisfaction and performance.

## Organisation attraction methods

Organizational attraction methods refer to the strategies and practices used by companies to attract potential candidates and draw them toward applying for jobs or joining the organization. These methods focus on creating a compelling and positive image of the organization, ensuring that it stands out in a competitive job market, and appealing to the right talent. Here are several effective organizational attraction methods:

### 1. Employer Branding

- Employer branding involves creating and promoting an image of the organization as a desirable place to work. It communicates the company's culture, values, mission, and work environment.
- A strong employer brand helps establish the organization as a top employer of choice. Companies often highlight their workplace culture, employee benefits, growth opportunities, and social responsibility efforts.
- **Methods:**
  - Developing a unique value proposition (EVP) that reflects the organization's commitment to its employees.
  - Sharing employee testimonials and success stories on various platforms.
  - Showcasing organizational culture through social media, career pages, and other channels.

## 2. Social Media and Online Presence

- Leveraging social media platforms such as LinkedIn, Facebook, Instagram, Twitter, and company websites to engage with potential candidates and promote the company's culture and job opportunities.
- A strong social media presence allows organizations to connect with a larger audience, increase visibility, and create a sense of community and transparency.
- **Methods:**
  - Regularly posting job openings, employee spotlights, and behind-the-scenes content.
  - Using videos and infographics to showcase the work environment and organizational values.
  - Engaging with followers by responding to questions and comments to build rapport and credibility.

## 3. Realistic Job Previews (RJPs)

- RJPs are a method where organizations provide candidates with a balanced view of what the job and work environment will really be like, including both positive and negative aspects.
- By offering a clear and honest portrayal of the job, potential employees are better informed about what to expect, leading to more informed decision-making. This helps in attracting candidates who are genuinely interested and likely to stay longer.
- **Methods:**
  - Giving candidates a tour of the workplace or providing video content showing daily tasks and challenges.
  - Offering written or verbal descriptions of the work environment, team dynamics, and job responsibilities.
  - Sharing real-life stories from current employees about the highs and lows of working at the company.

## 4. Employee Referral Programs

- This method involves encouraging current employees to refer candidates for open positions. Employees are typically rewarded with bonuses or incentives for successful referrals.
- Employees act as brand ambassadors for the organization and can help attract high-quality candidates who fit the organizational culture. This method relies on employees' personal networks, which often lead to more reliable and culturally fit candidates.
- **Methods:**
  - Promoting an easy-to-use referral system within the organization.
  - Offering incentives such as cash bonuses, gift cards, or extra time off for successful hires.
  - Communicating the importance of employee referrals in meetings and through internal communications.

## 5. Career Fairs and Recruitment Events

- Participating in career fairs, university job expos, and industry-specific recruitment events is a direct way to interact with potential candidates face-to-face.
- These events allow recruiters to meet job seekers, provide information about the company, and engage with candidates in a more personal, interactive setting. It's also an opportunity to create awareness about the organization.
- **Methods:**
  - Setting up attractive booths with company branding, promotional materials, and representatives available for one-on-one conversations.
  - Hosting workshops or seminars to educate candidates about the company and industry trends.
  - Offering giveaways, branded merchandise, or other incentives to attract attention and leave a lasting impression.

## 6. Targeted Job Advertising and Online Job Portals

- Using job boards and online recruitment platforms to advertise job openings to a large audience. Examples include LinkedIn, Indeed, Glassdoor, Monster, and industry-specific job sites.
- Targeted job advertising helps reach a diverse and specific pool of candidates. Many job portals also allow you to target ads to specific skills, experience levels, and geographic locations.
- **Methods:**
  - Posting detailed job descriptions that highlight the organization's values, benefits, and workplace culture.
  - Utilizing paid advertisements to increase visibility on platforms such as LinkedIn and Indeed.
  - Using data analytics to track and optimize ad performance and target the right audience.

## 7. Employee Testimonials and Success Stories

- Showcasing the experiences of current employees through testimonials, interviews, and success stories.
- Authentic employee stories provide a personal touch and build trust with potential candidates. These testimonials can highlight why employees enjoy working at the organization and the opportunities for growth and advancement.
- **Methods:**
  - Creating written or video testimonials featuring employees talking about their roles, career progression, and experiences within the company.
  - Sharing employee success stories through company blogs, newsletters, or social media platforms.
  - Including testimonials on career pages or job postings.

## 8. University and Campus Recruiting

- Partnering with universities and colleges to recruit students and recent graduates for internships or entry-level roles.
- Engaging with students early in their careers helps the organization build a pipeline of young talent. This method often includes internships, co-op programs, and on-campus recruitment events.
- **Methods:**
  - Attending or sponsoring career fairs and networking events at universities.
  - Offering internships, co-op programs, or graduate training programs to introduce students to the company.
  - Partnering with university career centers to post job openings and conduct on-campus interviews.

## 9. Diversity and Inclusion Initiatives

- Promoting a diverse and inclusive workplace to attract candidates from a variety of backgrounds, ensuring equal opportunity and appealing to underrepresented groups.
- Candidates are more likely to be attracted to organizations that prioritize diversity, equity, and inclusion (DEI). Promoting DEI initiatives can broaden the talent pool and enhance the organization's reputation.
- **Methods:**
  - Highlighting the organization's diversity programs and policies on job postings, career pages, and social media.
  - Creating partnerships with diversity-focused job boards and organizations.
  - Celebrating and showcasing diverse employees through social media, testimonials, and internal communications.

## 10. Company Culture and Values Alignment

- Promoting the company's culture, values, and mission to attract candidates who share the same beliefs and ideals.
- Candidates who resonate with the organization's values are more likely to apply and stay. Clear communication about the company culture helps ensure that the right candidates are attracted.
- **Methods:**
  - Highlighting the company's mission, values, and social responsibility efforts on the career page and job postings.
  - Using employee videos or blog posts to describe what it's like to work at the company and how the culture shapes employee experiences.
  - Offering a "day in the life" experience, where potential employees can shadow current employees or virtually experience the company's work environment.

## **Organisation attraction process**

The **organizational attraction process** refers to the series of steps or stages through which an organization seeks to draw in potential candidates for job openings and create a favourable impression of itself as a workplace. It is a key component of recruitment and talent acquisition

strategies. The process includes attracting candidates who are not only qualified but also a good cultural and organizational fit.

Here's a detailed breakdown of the **organizational attraction process**:

## 1. Understanding Organizational Needs

- **Internal Assessment:** The first step in attracting talent is for the organization to assess its current workforce and determine its staffing needs. This could be based on new projects, growth plans, turnover, or new roles created due to business changes.
- **Defining Ideal Candidate Profiles:** Based on the business needs, the organization defines the skills, experience, and characteristics required for the roles. This involves identifying whether a person needs to fit a specific skillset, educational background, or cultural fit.

## 2. Developing Employer Branding

- **Creating a Compelling Employer Value Proposition (EVP):** The EVP articulates what makes the organization unique as an employer. It includes elements like the company culture, work-life balance, career development opportunities, compensation, benefits, and the organization's commitment to diversity and inclusion.
- **Employer Branding Strategy:** This step involves establishing a consistent and appealing message that will be communicated through various channels to attract potential candidates. It may include designing a brand identity that resonates with candidates who align with the company's culture and values.
- **Showcasing Organizational Culture:** Promoting the company culture is essential. This includes demonstrating how the company treats employees, its social responsibility initiatives, and the general work environment. Many companies use social media, blogs, and employee testimonials to present an authentic view of their workplace.

## 3. Targeting the Right Candidate Pool

- **Identifying Target Audience:** Organizations must identify the types of candidates they want to attract. This could involve targeting specific demographics, industries, or skill sets, such as engineering, sales, or marketing professionals.
- **Recruitment Channels:** The next step is selecting appropriate channels to reach the target candidates, which might include:
  - **Job boards** (LinkedIn, Indeed, Glassdoor, niche industry boards)
  - **University recruitment programs** (for entry-level roles or internships)
  - **Employee referrals** (through internal programs)
  - **Social media platforms** (LinkedIn, Twitter, Facebook, Instagram)
  - **Company websites** (career pages)
  - **Industry events or conferences** (networking opportunities)

## 4. Job Postings and Advertisements

- **Creating Engaging Job Descriptions:** Job descriptions should clearly articulate not only the responsibilities and qualifications for the position but also the organization's values, culture, and the benefits of working there. The goal is to paint a picture of the work environment while outlining what the candidate will gain from joining the company.
- **Highlighting the EVP:** In job advertisements, the organization should emphasize its unique value proposition (EVP) to make the job posting stand out. This includes perks, career advancement opportunities, and company culture.
- **Effective Use of Media:** Incorporating multimedia (such as videos, infographics, and photos) in job postings can enhance engagement. For example, sharing videos from current employees or showcasing office spaces helps candidates visualize what it would be like to work at the company.

## 5. Attracting Interest through Marketing

- **Employer Branding Campaigns:** Similar to product marketing, organizations can use advertising campaigns to build their brand and attract talent. This might include:
  - Digital ads
  - Sponsored posts on social media
  - Content marketing (e.g., blogs or videos showcasing employee success stories)
  - Public relations (e.g., awards for being a top employer or environmentally conscious)
- **Job Fairs and Networking Events:** Attending career fairs, hosting open houses, or conducting webinars can help engage potential candidates in a more personal way, providing them with insights into the organization.
- **Engagement on Social Media:** By posting regularly on social media, sharing employee achievements, events, and day-to-day activities, organizations can build an image of being active, inclusive, and dynamic.

## 6. Screening and Selection Process

- **Initial Screening:** Once applications start coming in, the organization must screen candidates to identify who meets the minimum qualifications. This often involves reviewing resumes, portfolios, or LinkedIn profiles.
- **Engaging Candidates Early:** During this phase, companies often maintain communication with potential candidates, providing them with more information about the role and the organization. This could include:
  - Offering virtual or in-person office tours
  - Sharing additional content about the company culture
  - Answering questions about the recruitment process
- **Evaluating Fit:** The next stage is evaluating whether candidates are a good fit for the organization. This might include:
  - Assessing cultural fit (how well a candidate aligns with the company's values, mission, and culture).
  - Testing skills through interviews, assessments, or work samples.
  - Conducting multiple rounds of interviews, including phone or video calls and in-person interviews with hiring managers or team members.

## 7. Engagement and Candidate Experience

- **Communication and Transparency:** Throughout the recruitment process, it's crucial to maintain clear, transparent, and timely communication with candidates. This helps build a positive candidate experience, whether or not they are ultimately hired.
- **Feedback and Updates:** Providing constructive feedback to unsuccessful candidates and keeping them updated on the status of their application ensures they have a positive perception of the organization, which can make them more likely to recommend the company to others.
- **Keeping Candidates Warm:** Organizations often stay engaged with promising candidates through regular updates, newsletters, or other forms of communication to keep them interested in potential future opportunities.

## 8. On-boarding and Integration

- **Smooth On-boarding Process:** Once a candidate is hired, the next part of the attraction process is the on-boarding phase. A welcoming and supportive on-boarding experience ensures that new hires have a smooth transition into the company and feel valued from day one.
- **Integration into Company Culture:** Companies should actively work to integrate new hires into their culture by providing mentorship, orientation programs, and opportunities to connect with colleagues early on.

## 9. Long-Term Relationship Building

- **Talent Pipelines:** Building long-term relationships with potential candidates, even those who are not hired immediately, helps ensure a steady stream of future applicants. Maintaining a talent pool (e.g., via job boards, LinkedIn groups, or talent community initiatives) ensures that the organization can quickly fill positions as they arise.
- **Brand Advocacy:** A successful attraction process leads to satisfied employees who can act as brand ambassadors, sharing positive experiences and encouraging others to consider applying for jobs at the company.

## Recruitment

- ❖ **Recruitment** is the process of identifying, attracting, interviewing, selecting, and hiring candidates for a job within an organization.
- ❖ The goal is to find the right person with the necessary skills, qualifications, and experience to fill a vacant position, while also ensuring a good fit with the company culture.
- ❖ In simpler terms, recruitment is how a company finds new employees to meet its needs and objectives.
- ❖ This process can be done internally (using existing employees) or externally (by attracting candidates from outside the organization).

## Definitions

According to Edwin B Flippo “Recruitment is the process of searching for perspective employees and stimulating them to apply for jobs in the organisation”.

## Recruitment Process

### 1. Job Analysis and Planning

Before beginning any recruitment efforts, it's essential to understand and define the requirements of the job. This step helps to identify the skills, experience, qualifications, and responsibilities required for a position. So two main tasks will be conducted in the job analysis are, **Job Description** and **Job Specification**.

- **Job Description** outlines the role's responsibilities, tasks, and work environment.
  - **Job Specification** lists the required qualifications, skills, and experience.
- **Planning:**
    - **Recruitment Objectives:** Define the goals of recruitment—whether to fill a position quickly, hire for specific skills, or enhance diversity.
    - **Recruitment Channels:** Decide whether to use internal or external recruitment methods based on the organization's needs.

### 2. Sourcing Candidates

Once the role is clearly defined, the next step is to source candidates who might be suitable for the job.

- **Internal Recruitment:**

Promoting from within the organization through employee referrals, job postings on internal platforms, or transferring existing employees to the new role.
- **External Recruitment:**

Attracting candidates from outside the organization through various channels:

  - **Job Boards:** Platforms like **Indeed**, **LinkedIn**, and **Glassdoor**.
  - **Social Media:** Using platforms like **LinkedIn**, **Twitter**, and **Facebook** to post job openings.
  - **Recruitment Agencies:** Agencies that specialize in matching candidates to roles, often used for hard-to-fill positions.
  - **Campus Recruiting:** Visiting colleges, universities, or technical institutes to recruit fresh talent.
  - **Employee Referrals:** Encouraging current employees to refer qualified candidates, often incentivized by bonuses.

### 3. Screening and Shortlisting

This step involves reviewing and evaluating the pool of candidates to identify the most suitable ones for the role.

- **Screening:**
  - **Reviewing Applications:** Go through resumes, cover letters, and portfolios to ensure candidates meet the basic job requirements.
  - **Initial Phone Screenings:** A brief call to assess a candidate's interest, availability, and basic qualifications.
  - **Applicant Tracking System (ATS):** An automated tool that helps filter out resumes based on predefined criteria (skills, experience, etc.).
- **Shortlisting:**

After the initial screening, the candidates who meet the job requirements are shortlisted for interviews. A shortlist of 3 to 6 candidates is typically selected to proceed to the next stage.

#### 4. Interviewing Candidates

This is the most critical stage of the recruitment process, where the candidate's skills, experience, and cultural fit are assessed.

##### **Types of Interviews:**

- **Structured Interviews:** Predefined set of questions focused on specific competencies and skills related to the job. This ensures consistency across all candidates.
- **Unstructured Interviews:** Open-ended, informal discussions that allow the interviewer to explore various aspects of the candidate's background.
- **Panel Interviews:** A group of interviewers from different departments conducts the interview, which provides a balanced perspective.
- **Technical Interviews:** For roles that require specialized knowledge (e.g., software development), candidates may be given technical problems or tests to solve.
- **Behavioural Interviews:** Assessing candidates based on past behaviours and how they handled specific situations, which can indicate how they will perform in the future (using the **STAR** method: Situation, Task, Action, Result).

##### **Interview Questions:**

- Assess both technical skills and soft skills like communication, teamwork, and leadership.
- Questions related to **problem-solving, adaptability, motivation, and fit within the company culture** are key.

#### 5. Assessment and Testing

Organizations often use various assessments to better understand a candidate's suitability.

- **Psychometric Tests:**
  - **Purpose:** Measure candidates' cognitive abilities (e.g., IQ tests) and personality traits (e.g., emotional intelligence, work preferences).
  - **Benefit:** Helps evaluate how well candidates are likely to perform in the role and fit with the organization.
- **Skills Assessment:**

- **Purpose:** Evaluate technical or job-specific skills such as coding (for developers), writing (for content creators), or problem-solving.
- **Benefit:** Provides objective data on the candidate's capabilities.

## 6. Decision Making and Job Offer

Once the interviews and assessments are completed, the organization makes its decision.

- **Selection:**
  - After gathering feedback from interviewers, testing results, and reference checks, a decision is made regarding the best-fit candidate for the role.
  - **Considerations:** The candidate's qualifications, experience, and overall fit with the team and company culture are weighed.
- **Job Offer:**
  - The selected candidate is extended a formal job offer, often through an **Offer Letter** that includes details about compensation, benefits, work hours, and start date.
  - The offer is made contingent upon successful completion of reference checks, background checks, or any required legal documentation.
- **Negotiation:**
  - The candidate may negotiate salary, benefits, or job terms. This is especially common for senior roles or high-demand talent.

## 7. On-boarding

Once the candidate accepts the offer, the final step is integrating them into the company.

- **Pre-On-boarding:**

Prior to the start date, the new hire receives details about their first day, necessary documents to complete, and any pre-boarding tasks like setting up accounts or completing online training.
- **Orientation:**

The new employee is introduced to the company's culture, mission, vision, policies, and procedures. They are also introduced to their team and provided with the necessary tools for their job.
- **Training:**
  - Job-Specific Training:** Providing the necessary knowledge and skills to perform the role effectively.
  - Cultural Integration:** Helping the new employee adjust to the company culture and work environment.
- **Mentorship:**

Assigning a mentor or buddy from the team to help the new hire during their initial days and provide guidance as they settle into the role.

## Theories of Recruitment

Recruitment, as a process, has been studied and analysed from various perspectives. Different theories help explain why and how recruitment occurs, as well as how organizations can

effectively attract and select the best talent. Below are some of the key **theories of recruitment**:

### 1) The Attraction-Selection-Attrition (ASA) Framework

- **Proposed by:** Benjamin Schneider (1987)
- This theory focuses on how organizations attract and select candidates based on their fit with the organizational culture. The process works in three stages:
  - **Attraction:** Candidates are drawn to organizations based on their values, goals, and the type of work environment they offer. Candidates seek organizations that align with their personal and professional aspirations.
  - **Selection:** Organizations select candidates who fit well with the culture and values of the company. This is typically assessed during the recruitment process, including interviews, testing, and evaluations.
  - **Attrition:** Over time, employees who do not align with the organization's culture or values tend to leave, either voluntarily or involuntarily. This ensures that the workforce remains consistent with the organization's core values.
- The theory suggests that an organization is likely to have more committed and productive employees if there is a strong fit between the candidate and the company culture. It also emphasizes that recruitment is not just about skills but also about cultural compatibility.

### 2) The Social Identity Theory

- **Proposed by:** Henri Tajfel and John Turner (1979)
- This theory focuses on the role of social groups and identities in recruitment. It argues that candidates tend to prefer organizations that they perceive as part of their social identity. This includes aspects like organizational reputation, work environment, values, and even the diversity and inclusivity of the organization.
- **In-group vs. Out-group:** Applicants are drawn to organizations where they feel they "belong" (in-group). Conversely, they might avoid organizations where they feel they won't fit in (out-group).
- **Branding & Reputation:** The organization's image, as well as its reputation in the market, plays a major role in attracting the right talent.
- The theory highlights the influence of **group dynamics** and **self-identity** in recruitment. Candidates are likely to be attracted to organizations where they feel a sense of belonging or where their social identity aligns with that of the company.

### 3) The Human Capital Theory

- **Proposed by:** Gary Becker (1964)
- The Human Capital Theory views recruitment as an investment in acquiring the best talent for the organization. According to this theory, individuals are assets whose value is determined by their education, skills, experience, and training. Employers recruit individuals who have the potential to add value to the company's long-term goals.

- **Investment in People:** Organizations see their employees as a form of capital. Investing in recruitment is viewed as a strategy to enhance the workforce's capabilities and, by extension, the company's productivity.
- **Skill Matching:** Employers seek candidates whose skills align with the job requirements. The goal is to hire employees who will bring the necessary skills to meet the organization's objectives.
- The theory suggests that recruitment is seen as a long-term investment. It underscores the importance of **skills** and **training** in the hiring process, focusing on the return that the organization will receive from hiring highly skilled workers.

#### 4) The Signaling Theory

- **Proposed by:** Michael Spence (1973)
- The Signaling Theory focuses on how both organizations and candidates send signals during the recruitment process. The signals are intended to provide information about the quality and characteristics of a potential job or candidate.
- **Signals from the Organization:** Companies may send signals through job advertisements, employer branding, and the recruitment process. For example, a high-paying job offer might signal to candidates that the organization values talent.
- **Signals from Candidates:** Candidates send signals through their resumes, interviews, and behaviour. For example, a well-prepared candidate may signal high competence and reliability.
- The theory emphasizes the **communication** of information during recruitment, where organizations and candidates send signals to help each other assess their fit for the role. Effective signaling is essential to attracting high-quality candidates and ensuring proper selection.

#### 5) The Person-Environment Fit (P-E Fit) Theory

- **Proposed by:** Edward L. Deci and Richard M. Ryan (1985)
- This theory suggests that recruitment processes should aim to match candidates' characteristics with the environment of the organization. The theory advocates that better job satisfaction and performance occur when there is a good match between the individual's characteristics and the organizational environment.
- **Person-Job Fit:** Focuses on matching the candidate's skills and qualifications with the demands of the job.
- **Person-Organization Fit:** Emphasizes aligning the candidate's values, goals, and culture with those of the organization.
- The P-E Fit theory suggests that successful recruitment hinges on ensuring that both the **individual** and the **organization** fit together well, not just in terms of skills but also in terms of values, goals, and work environment.

## 6) The Realistic Job Preview (RJP) Theory

- **Proposed by:** Edwin A. Edwards (1980s)
- The Realistic Job Preview theory stresses the importance of providing candidates with an accurate and realistic understanding of what the job entails before they accept an offer. By offering a balanced view (both positive and negative aspects), RJPs help candidates make informed decisions, leading to better job satisfaction and reduced turnover.
- **Honesty:** RJPs ensure that candidates know what to expect in terms of job challenges, workload, work culture, and potential career growth.
- **Self-Selection:** Candidates who are drawn to the realistic portrayal of the job are more likely to be a good fit and less likely to leave due to unmet expectations.
- The theory suggests that a **realistic preview** of the job can help reduce **job dissatisfaction** and **early turnover**, improving overall recruitment success by aligning expectations with reality.

## 7) The Job Characteristics Model (JCM)

- **Proposed by:** J. Richard Hackman and Greg Oldham (1976)
- This theory is concerned with how job design influences recruitment. It suggests that jobs that have motivating characteristics (such as skill variety, task identity, task significance, autonomy, and feedback) attract more candidates and result in higher job satisfaction and motivation.
- **Job Characteristics:** Jobs that allow employees to use a variety of skills, give them autonomy, and provide meaningful feedback are more likely to attract high-quality applicants.
- **Motivation:** The theory argues that job roles should be designed to motivate employees by offering a sense of accomplishment, responsibility, and feedback.
- The theory focuses on how the **design of a job** can impact **recruitment efforts**. By offering challenging and engaging roles, organizations can attract motivated and skilled candidates.

## METHODS OF RECRUITMENT

Organizations use various **recruitment methods** to attract the best candidates. The methods can be broadly categorized into:

### 1) Internal Recruitment

Filling job openings from within the organization by promoting or transferring existing employees.

#### **Methods:**

- **Job Posting:** Advertising the vacancy to current employees within the organization.

- **Promotion:** Promoting employees to higher-level roles.
- **Transfer:** Moving employees between departments or roles. Shifting of persons from one job to another or from one place to another without any change in status, position, responsibilities and authorities.
- **Demotion:** reverse of promotion. Downgrading an employee by reducing his salary, decrease his authority and responsibility.

## 2) External Recruitment

Sourcing candidates from outside the organization.

### Methods:

- **Job Portals:** Posting job vacancies on platforms like LinkedIn, Indeed, or Naukri.
- **Recruitment Agencies:** External agencies help find and screen candidates for specific roles.
- **Walk-in Interviews:** Candidates walk in to the office for an interview without prior appointments.
- **Campus Recruitment:** Visiting educational institutions to recruit fresh graduates.
- **Employee Referrals:** Encouraging current employees to refer candidates from their networks.
- **Social Media:** Posting job openings on platforms like LinkedIn, Twitter, or Facebook.
- **Job Fairs:** Attending recruitment events where multiple companies meet potential candidates.
- **Newspapers and Print Media:** Advertising vacancies in newspapers or magazines, especially for specialized roles.
- **Professional Networks:** Using industry-specific platforms or groups to find candidates.
- **Employment Exchanges:** The job seekers register their names in employment exchange. The Employers send their requirement of manpower to the employment exchange. The employment exchange authorities send a list of suitable candidates to the concerned employer. The employer selects a suitable candidate from the list.

## 3) Online Recruitment

Using the internet to post job openings and attract applicants.

### Methods:

- **Company Websites:** Posting job openings on the company's official website.
- **Social Media:** Using platforms like LinkedIn, Facebook, or Twitter to advertise jobs.
- **Job Boards:** Posting on job search engines and specialized job websites.

## 4) Headhunting

A targeted approach to recruit high-level executives or highly skilled professionals by approaching them directly.

### Methods:

- **Executive Search:** Engaging specialized agencies to find suitable candidates for leadership roles.
- **Direct Contact:** Head hunters approach top-tier professionals from other organizations.

## 5) Direct Recruitment

The company directly handles the recruitment process without the use of external agencies.

### Methods:

- **Direct Job Advertisements:** Posting job openings on the company's career page, or through mail.
- **Job Portals and Social Media:** Using company profiles to advertise job openings.

## 6) Contingency Recruitment

A recruitment process where the recruiter is paid only when the employer successfully hires a candidate.

### Methods:

- **Recruitment Agencies:** These agencies provide candidates, but only receive payment when a candidate is hired.

## 7) Internship and Apprenticeship Programs

Recruiting candidates through internships or apprenticeships to provide temporary work experience, with the possibility of full-time employment afterward.

### Methods:

- **Internships:** Temporary work placements for students or recent graduates.
- **Apprenticeships:** Programs that combine on-the-job training and learning, often leading to permanent roles.

## 8) Talent Pool Recruitment

Creating a database of potential candidates who can be contacted when a job vacancy arises.

### Methods:

- **Building a Talent Pool:** Keeping a list of pre-screened candidates for future job openings.
- **Networking:** Engaging with potential future employees through events and platforms even when there are no immediate vacancies.

## 9) Job Fairs and Recruitment Events

Events where multiple companies recruit at once, and candidates can meet several employers.

### Methods:

- **Job Fairs:** Attending events or career expos where companies meet with prospective candidates.

## 10) Government Employment Agencies

Using government-run job portals or employment exchanges to find candidates.

Methods:

- **Public Employment Exchanges:** Government websites that allow employers to post job openings and job seekers to apply.

## 11) Social Media Recruitment

Using social media platforms to post job openings and engage with potential candidates.

Methods:

- **LinkedIn:** Connecting with professionals and posting jobs.
- **Facebook:** Advertising jobs and sharing openings in company or industry groups.

## 12) Campus Recruitment

Recruiting fresh graduates directly from universities and colleges.

Methods:

- **On-Campus Interviews:** Companies conducting interviews at educational institutions to hire fresh talent.
- **Internships:** Hiring interns with the potential for full-time employment after graduation.

## SELECTION

- ❖ Selection is the process of choosing the most suitable candidate from a pool of applicants for a job position.
- ❖ It involves a series of steps to evaluate applicants' qualifications, skills, and experience, with the aim of identifying the candidate who fits the job requirements and the organizational culture.
- ❖ The aim of selection is to make informed decisions to hire individuals who will contribute effectively to the organization's goals and culture.

### Steps in the Selection Process

The selection process is a series of steps that organizations follow to choose the most suitable candidate for a job. A well-structured **selection process** ensures that the right candidate is chosen based on merit, skills, and organizational fit, ultimately contributing to the company's success. The typical steps involved are:

#### 1) Job Analysis and Role Definition

- Identifying the job requirements, responsibilities, skills, and qualifications needed for the role.
- Helps create a detailed **job description** and **person specification**.

## 2) Sourcing and Receiving Applications

- Applications are collected through various recruitment methods such as job portals, employee referrals, or direct applications.
- Resumes, cover letters, and application forms are reviewed.

## 3) Screening and Shortlisting

- Initial filtering of applicants based on qualifications, experience, and skills.
- Shortlisting helps reduce the number of candidates to those who meet the job criteria.

## 4) Conducting Preliminary Interviews

- A short interaction to assess candidates' basic qualifications, communication skills, and job interest.
- Can be conducted via telephone, video call, or in person.

## 5) Conducting Tests and Assessments (*if applicable*)

- **Psychometric Tests** – Measure personality traits, cognitive abilities, and behaviour.
- **Aptitude Tests** – Assess reasoning, problem-solving, and job-related skills.
- **Technical/Skill Tests** – Evaluate technical knowledge and practical skills.

## 6) Assessment Center (*if applicable*)

- Candidates participate in real-life job simulations, group discussions, and role-playing exercises.
- Used for leadership and managerial roles.

## 7) Final Interview

- Conducted by HR managers, department heads, or senior executives.
- Evaluates in-depth skills, decision-making ability, personality, and cultural fit.

## 8) Background and Reference Checks

- Verification of candidates' past employment history, education qualifications, and professional references.
- Ensures the authenticity of provided information.

## 9) Job Offer and Negotiation

- The selected candidate receives a formal job offer with details about salary, benefits, and other employment terms.
- Salary and other terms may be negotiated if necessary.

## 10) On-boarding and Orientation

- Once the candidate accepts the offer, they undergo an **on boarding process**, including company orientation, paperwork, and training.
- Helps new employees adjust to their roles and understand organizational policies.

## Theories of Selection

- **Person-Job Fit Theory:** This theory emphasizes selecting candidates who possess the specific skills, knowledge, and abilities required for a particular job. The goal is to match the person's qualifications and experience with the job requirements.
- **Person-Organization Fit Theory:** This theory suggests that employees who align well with an organization's values, culture, and goals will be more successful and satisfied in their roles. It focuses on hiring candidates whose personal values match those of the company.
- **Signal Theory:** In selection, candidates send out "signals" about their skills, qualifications, and experiences through resumes, interviews, and behaviours. Employers interpret these signals to predict how well a candidate will perform in the job.
- based on their past behaviour and actions. For example, employers may infer that a candidate's previous work success or failure is a reflection of their abilities.
- **Trait Theory:** This theory focuses on selecting candidates with specific personal traits, such as confidence, leadership skills, and problem-solving abilities. It assumes that certain traits lead to better job performance.

## Methods of Selection

### 1) Application Forms and Resumes

The first step in selection where the employer gathers basic information about the candidate's education, experience, and skills. It helps screen applicants and shortlist suitable candidates.

### 2) Interviews

- **Structured Interviews:** Involve asking all candidates the same set of predefined questions.
- **Unstructured Interviews:** More informal and conversational, with questions tailored to each candidate.
- **Panel Interviews:** Conducted by a group of interviewers to assess the candidate from multiple perspectives.

Purpose: Assessing a candidate's personality, communication skills, and job fit.

### 3) Psychometric Tests

- These tests assess a candidate's mental ability, personality traits, and cognitive capabilities.

Purpose: To measure intellectual potential and behavioural attributes like leadership, teamwork, and problem-solving.

#### 4) Aptitude and Skill Tests

- These are used to test specific technical or functional skills required for the job (e.g., typing speed, coding skills).

Purpose: To ensure that the candidate has the required practical abilities to perform the job effectively.

#### 5) Assessment Centers

- A comprehensive method involving simulations, role-playing, group exercises, and case studies to assess how candidates perform in real-life job scenarios.

Purpose: To evaluate a wide range of skills like leadership, teamwork, problem-solving, and adaptability.

#### 6) Work Samples

- Candidates are asked to perform tasks similar to the actual job.

Purpose: To assess job-related skills and how well the candidate can handle tasks relevant to the job.

#### 7) Reference and Background Checks

- Reference checks involve contacting previous employers or colleagues to verify the candidate's past job performance.
- Background checks confirm the candidate's criminal record, academic qualifications, and professional credentials.

Purpose: To ensure the accuracy of information provided by the candidate and assess their reliability and trustworthiness.

## INDUCTION

- ❖ Induction is the process of introducing new employees to an organization, familiarizing them with company policies, culture, values, and job roles.
- ❖ It is also called **employee orientation** and is essential for helping employees adapt quickly and perform efficiently.
- ❖ A well-structured induction program is crucial for integrating new employees smoothly into the organization.
- ❖ It enhances employee satisfaction, reduces turnover, and boosts productivity. Organizations should continuously refine their induction process to ensure a positive and efficient on-boarding experience.

### Objectives of Induction

- To make new employees feel **welcomed and comfortable** in the workplace.
- To help them **understand organizational policies, culture, and values**.
- To ensure they are **aware of their roles and responsibilities**.
- To provide information about **reporting structures, safety measures, and job expectations**.
- To reduce **anxiety and confusion** about their new job environment.
- To promote **better communication and team integration**.

## Importance of Induction

- **Enhances Employee Confidence:** Helps new employees adjust and feel comfortable.
- **Improves Retention Rate:** Employees are more likely to stay when they receive proper guidance.
- **Boosts Productivity:** Faster adaptation leads to better job performance.
- **Reduces Errors and Mistakes:** Clear job expectations minimize mistakes.
- **Encourages Employee Engagement:** Motivates employees by fostering belongingness.

## Induction Process

**Induction typically follows a structured process:**

- ✓ **Step 1: Pre-Joining Preparation**
  - Sending welcome emails/documents.
  - Assigning mentors or buddies.
  - Preparing workstations, IDs, and system access.
- ✓ **Step 2: First-Day Orientation**
  - Warm welcome and introduction to colleagues.
  - Overview of the organization (mission, vision, culture, values).
  - Providing an employee handbook.
- ✓ **Step 3: Job-Specific Training**
  - Explanation of job roles and responsibilities.
  - Demonstration of work procedures.
  - Overview of team structure and reporting relationships.
- ✓ **Step 4: Administrative and HR Formalities**
  - Completing paperwork (contracts, tax forms, benefits enrollment).
  - Explaining policies on attendance, leave, dress code, etc.
  - Safety and security guidelines.
- ✓ **Step 5: Follow-Up and Feedback**
  - Regular check-ins to address concerns.
  - Performance assessment during the probation period.
  - Gathering feedback for improvement of the induction program.

## Types of Induction

- **Formal Induction:** A structured and planned on-boarding process with defined schedules, training modules, and assessments.
  - Conducted through presentations, training sessions, and interactive workshops.
  - Provides detailed information on company policies, culture, and job expectations.
  - Suitable for large organizations with standardized on-boarding.
- **Informal Induction:** A flexible, unstructured process where employees learn by observing and interacting with colleagues.
  - Employees gradually adapt to the organization through experience.

- Common in small companies or start-ups with a close-knit culture.
- Can sometimes lead to confusion if guidance is insufficient.
- **Departmental Induction:** Specific training related to the employee's job role.
- **Company-Wide Induction:** General introduction to the entire organization.
- **Virtual Induction:** A digital on-boarding process using video conferencing, e-learning modules, and online resources.
  - Essential for remote employees or global teams.
  - Requires well-structured digital content and interactive engagement.
- **Continuous Induction:** A long-term approach where induction is an ongoing process, not limited to the first few days.
  - Includes periodic training, mentorship, and follow-up meetings.
  - Ensures employees stay engaged and updated on company policies and changes.
- **Group Induction:** A collective on-boarding process where multiple new hires go through induction together.
  - Includes presentations, workshops, and team-building exercises.
  - Efficient for organizations hiring in bulk (e.g., IT companies, call centers).

## Induction Theories

Several organizational behaviour and learning theories explain the effectiveness of induction programs. These theories help in designing structured on-boarding experiences.

### a) Socialization Theory (Van Maanen & Schein, 1979)

- Suggests that induction is a social process where new employees learn organizational culture and expected behaviours.
- Three stages of socialization:
  - **Anticipatory Socialization** – Expectations before joining the company.
  - **Encounter** – Reality check and learning workplace dynamics.
  - **Metamorphosis** – Full adaptation to the organization.

### b) Psychological Contract Theory (Rousseau, 1995)

- Focuses on the unwritten expectations between the employer and employee.
- A well-designed induction aligns these expectations, increasing employee satisfaction.
- Violating the psychological contract can lead to disengagement or early turnover.

### c) Adult Learning Theory (Knowles, 1980s)

- Emphasizes that adults learn best when the training is:
  - Relevant to their job roles.
  - Problem-solving oriented.
  - Self-directed with opportunities for interaction.

- Induction should include real-life scenarios, case studies, and practical applications.

#### d) Maslow's Hierarchy of Needs (1943)

- Employees need to feel safe and valued before they can perform at their best.
- A good induction satisfies:
  - **Physiological Needs** (workspace setup, salary details).
  - **Safety Needs** (job security, company policies).
  - **Belongingness Needs** (team introductions, buddy system).
  - **Esteem Needs** (recognition, encouragement).
  - **Self-Actualization** (growth opportunities, career paths).

#### e) Expectancy Theory (Vroom, 1964)

- Employees are motivated when they believe:
  - **Effort leads to performance** – Clear job expectations and training are essential.
  - **Performance leads to rewards** – Employees should see growth opportunities.
  - **Rewards are valuable** – Good induction includes discussions on career growth and incentives.

#### f) Kotter's Change Management Model (1996)

- Induction is a change process for new employees, and following structured steps can help:
  - **Create urgency** – Explain why their role matters.
  - **Build a guiding team** – Assign mentors.
  - **Develop a vision** – Share company goals.
  - **Communicate the vision** – Provide clear expectations.
  - **Empower action** – Give tools for success.
  - **Generate quick wins** – Set achievable tasks early.
  - **Sustain progress** – Provide ongoing support.
  - **Embed change in culture** – Encourage long-term engagement.

### Socialization

- ❖ Socialization is the process by which new employees learn the culture, values, norms, and expected behaviours of an organization.
- ❖ It helps them integrate smoothly into the workplace, understand their roles, and develop relationships with colleagues.
- ❖ Effective socialization in induction ensures employees quickly adapt, stay engaged, and contribute productively.
- ❖ In an organizational context, socialization is crucial for:
  - Adapting to company culture.
  - Understanding job expectations.

- Building professional relationships.
- Increasing engagement and job satisfaction.

## Stages of Socialization

Socialization occurs in three main stages:

- **Anticipatory Socialization (Before Joining)**
  - Happens **before** an employee formally enters the organization.
  - New employees form expectations based on:
    - Job advertisements.
    - Employer branding and reputation.
    - Conversations during recruitment.
    - Personal research (Glassdoor, LinkedIn, company website).
  - **HR and managers should ensure realistic job previews** to prevent future dissatisfaction.
- **Encounter Stage (First Few Weeks)**
  - Employees experience the reality of the job.
  - **Key socialization activities include:**
    - Orientation programs and induction training.
    - Meeting colleagues, mentors, and managers.
    - Learning company culture, policies, and procedures.
- **Metamorphosis Stage (Full Adaptation)**
  - Employee fully integrates into the company culture.
  - Develops confidence, autonomy, and strong workplace relationships.
  - Starts demonstrating high productivity and organizational commitment.
  - Ongoing learning, feedback, and career growth opportunities help sustain motivation.

## Types of Socialization Strategies

Organizations use different approaches to socialize employees:

Strategy	Description	Example
<b>Formal Socialization</b>	Structured programs like training, orientations, and mentorship.	Corporate induction programs for new employees.
<b>Informal Socialization</b>	Unstructured learning through workplace interactions.	Learning company culture by observing senior employees.
<b>Collective Socialization</b>	Socializing a group of new hires together.	New employee batch training sessions.
<b>Individual Socialization</b>	One-on-one on-boarding.	Assigning a mentor to an executive hire.
<b>Serial</b>	Senior employees guide new hires.	Mentorship and buddy programs.

Strategy	Description	Example
<b>Socialization</b>		
<b>Disjunctive Socialization</b>	No formal guidance from senior employees.	Common in start-ups where employees learn on their own.
<b>Investiture Socialization</b>	Encouraging new employees to bring in their own ideas and uniqueness.	Hiring creative employees and allowing them to innovate.
<b>Divestiture Socialization</b>	Making new employees unlearn past habits to fit into the company culture.	Military or disciplined industries where strict norms are followed.

## Theories of Organizational Socialization

Several theories explain how socialization impacts employee adaptation:

- Social Learning Theory (Bandura, 1977)
  - Employees learn behaviours by observing others.
  - New hires mimic the attitudes and actions of experienced employees.
  - **Implication:** Companies should set good examples through leadership behaviour.
- Social Identity Theory (Tajfel & Turner, 1979)
  - Employees develop a sense of belonging by identifying with their team or organization.
  - **Implication:** Creating a strong company culture helps employees feel connected and engaged.
- Psychological Contract Theory (Rousseau, 1995)
  - Employees enter organizations with unwritten expectations.
  - If expectations are met, job satisfaction increases; if broken, turnover risk rises.
  - **Implication:** Employers should clearly communicate job roles, culture, and career growth opportunities.
- Role Theory (Katz & Kahn, 1978)
  - Employees adjust based on the roles assigned to them.
  - Clear expectations and feedback help new hires integrate better.
  - **Implication:** Organizations should provide clear job descriptions and regular feedback.

## Methods of Socialization

**Socialization in organizations** refers to the process by which new employees acquire the knowledge, behaviours, values, and social skills necessary to become effective members of the organization. It is essential for helping new employees understand and adapt to the company culture, norms, and expectations. Different methods of socialization are used by

organizations to help newcomers integrate into the workplace smoothly and successfully.

Here are some **methods of socialization** commonly employed by organizations:

### 1. Formal Orientation Programs

- These are structured programs designed to introduce new hires to the organization, its culture, policies, and procedures. Orientation often takes place during the first few days or weeks of employment.
- Orientation sessions are typically led by HR or other senior leaders within the organization and provide an overview of the company's mission, values, organizational structure, and the expectations for employees.

### 2. Mentorship and Buddy Systems

- A mentorship or buddy system pairs a new employee with a more experienced colleague (a mentor or "buddy") who can guide and support them as they settle into their role.
- The mentor or buddy provides one-on-one guidance, answers questions, helps with practical tasks, and serves as a resource for navigating the organization's culture and practices. This method fosters informal socialization and helps new employees feel more comfortable.
- **Examples:**
  - Assigning a senior team member as a mentor to help a new employee understand their role and the organizational environment.
  - Pairing new hires with a "buddy" who helps them with day-to-day tasks and introduces them to other employees.

### 3. On-the-Job Training

- On-the-job training (OJT) involves hands-on, practical learning where new employees learn their job responsibilities and skills by performing actual work tasks under supervision.
- New employees work alongside a more experienced colleague or supervisor who provides guidance, feedback, and support. OJT allows newcomers to learn through experience and build confidence while adjusting to the work environment.
- **Examples:**
  - Shadowing an experienced employee while performing specific job functions, such as customer service or project management.
  - Participating in role-playing exercises or simulations to understand job responsibilities better.

### 4. E-Learning and Online Modules

- Many organizations use online training programs, e-learning courses, or self-paced modules as part of their socialization process, especially for large or geographically dispersed teams.

- New employees access e-learning platforms to complete training on company policies, tools, procedures, or any other relevant information. This can be an efficient method for on-boarding large groups of employees simultaneously.
- **Examples:**
  - Completing a series of online courses covering topics such as compliance, software tools, company culture, and workplace safety.
  - Providing access to a digital library or portal where employees can watch videos, read guides, and take quizzes to learn more about the company.

## 5. Social Events and Team Building

- Social events and team-building activities are informal methods of socialization designed to build relationships, improve communication, and promote a sense of belonging among employees.
- These activities help new employees connect with colleagues in a relaxed setting, fostering informal learning about the organizational culture and values.
- **Examples:**
  - Organizing happy hours, lunch meetings, or team outings where employees can socialize and network.
  - Hosting team-building exercises like problem-solving games, group projects, or volunteer events to strengthen collaboration and build camaraderie.

## 6. Job Rotation

- Job rotation is a method where employees are periodically moved between different roles or departments to broaden their skills and experience and better understand the organization as a whole.
- New employees are exposed to different areas of the business, allowing them to understand how various functions operate and interact. It also helps them identify where their strengths are most suited within the organization.
- **Examples:**
  - Rotating new hires through different departments (e.g., finance, marketing, HR) to give them a well-rounded understanding of the company.
  - Allowing employees to try different roles or projects to develop new skills and broaden their knowledge.

## 7. Social Media and Internal Communication Platforms

- Many organizations use internal communication platforms and social media tools (like Slack, Microsoft Teams, or internal social networks) to facilitate socialization and communication among employees.
- These platforms allow employees to interact, ask questions, share ideas, and access important company news and updates. They serve as a virtual space for employees to engage with one another across teams and locations.
- **Examples:**
  - Encouraging new hires to join company-specific groups on platforms like Slack to ask questions, share ideas, or participate in discussions.

- Using internal blogs or newsletters to communicate company news and create a sense of community among employees.

## 8. Feedback and Performance Reviews

- Providing regular feedback through one-on-one meetings, performance reviews, and check-ins is a critical component of the socialization process, helping new employees understand how they're adapting to the role and the company culture.
- Feedback helps new employees gauge their progress, understand their strengths and areas for improvement, and align their efforts with organizational goals. Regular reviews also reinforce the organization's expectations and values.
- **Examples:**
  - Conducting periodic check-ins with new employees to assess their comfort level, performance, and challenges.
  - Offering constructive feedback during monthly or quarterly performance evaluations to ensure new employees are on track.

## 9. Cross-Departmental Collaboration

- Encouraging employees to collaborate with teams and departments outside of their own can enhance socialization by expanding their network within the organization.
- New employees participate in cross-departmental projects, meetings, or initiatives, allowing them to understand how different parts of the organization work together. It fosters a broader understanding of the company's operations and promotes relationship-building.
- **Examples:**
  - Assigning new hires to interdepartmental projects that require collaboration with colleagues from other teams.
  - Encouraging new employees to participate in company-wide initiatives, committees, or task forces to build cross-functional relationships.

## 10. Cultural Immersion and Informal Networking

- Informal socialization methods encourage employees to immerse themselves in the organization's culture and values through day-to-day interactions and networking.
- New employees learn through observing the behaviour of colleagues, engaging in casual conversations, and participating in the day-to-day activities that define the company culture.
- **Examples:**
  - Encouraging new employees to attend informal coffee chats or lunch breaks with different teams to build relationships and learn about the company culture.
  - Hosting informal meet-and-greets with leadership or senior management to help new employees feel more comfortable and connect

# UNIT III

## TRAINING AND DEVELOPMENT

### SYLLABUS

#### UNIT III DEVELOPMENT AND KNOWLEDGE MANAGEMENT

Types of training methods –purpose- benefits- resistance. Executive development programme — Common practices - Benefits – Self-development – Knowledge management systems and practices.

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#### What is Training?

**Training** is a structured process of developing the **knowledge, skills, attitudes, and competencies** of employees or individuals to improve their performance in their current or future roles.

#### Definition of Training:

“Training is the act of increasing the knowledge and skills of an employee for doing a particular job.”

— *Edwin B. Flippo*

#### Objectives of Training:

- To enhance **job performance** and productivity.
- To **reduce errors** and improve quality.
- To help employees adapt to **technological changes**.
- To prepare employees for **higher responsibilities** or promotions.
- To reduce employee turnover and boost **job satisfaction**.

#### Types of Training Methods

Training methods refer to the techniques and tools used to enhance employees' skills, knowledge, and capabilities.

##### **A. On-the-Job Training (OJT)**

- **Purpose:** Learning while doing the actual job.
- **Benefits:**
  - Real-world experience.
  - Immediate application of skills.
  - Cost-effective.
- **Resistance:**
  - Disruption to productivity.

- Quality of training depends on the trainer.
- Can be stressful for new employees.

## B. Off-the-Job Training

- **Purpose:** Learning in a separate environment.
- **Benefits:**
  - Focused learning.
  - Exposure to theoretical concepts and new ideas.
  - No disruption to regular work.
- **Resistance:**
  - Costly.
  - Time-consuming.
  - May lack practical relevance.

## C. Simulation Training

- **Purpose:** Training in a simulated environment to mimic real job situations.
- **Benefits:**
  - Safe environment for mistakes.
  - Effective for high-risk industries (e.g., aviation, healthcare).
- **Resistance:**
  - High setup cost.
  - May not replicate real-world complexities fully.

## D. E-Learning

- **Purpose:** Web-based or digital training.
- **Benefits:**
  - Flexible, self-paced learning.
  - Accessible anytime, anywhere.
  - Scalable for large organizations.
- **Resistance:**
  - Requires self-discipline.
  - Limited hands-on practice.
  - Technological barriers.

## E. Apprenticeship

- **Purpose:** Long-term training with practical and theoretical components.
- **Benefits:**
  - Skill development under experienced mentors.
  - Often leads to certification.
- **Resistance:**
  - Time-intensive.
  - Requires commitment from both trainer and trainee.

## F. Mentoring & Coaching

- **Purpose:** Individualized guidance and skill enhancement.
- **Benefits:**
  - Builds trust and confidence.
  - Personal and professional development.
- **Resistance:**
  - Time-consuming.
  - Dependent on mentor quality and relationship.

## Executive Development Programme (EDP)

Definition:

**Executive Development Programme (EDP)** is a planned and systematic process to develop the **managerial and leadership skills** of executives, managers, and potential leaders in an organization. It prepares them to handle current and future responsibilities more effectively.

"EDP is the process of developing managerial talent through formal education, experience, and exposure to new ideas."

Objectives of EDP:

- Improve **leadership and decision-making** skills.
- Develop **strategic thinking** and long-term vision.
- Prepare for **higher roles** and responsibilities.
- Enhance the ability to manage **change, innovation, and crises**.
- Align executives' capabilities with **organizational goals**.

Features of EDP:

- Focused on **middle and senior-level managers**.
- Usually includes **case studies, simulations, lectures, and real-life projects**.
- May involve **in-house training, external business schools, or international exposure**.
- Encourages **self-awareness**, critical thinking, and leadership.

## Common Practices in Executive Development Programme (EDP):

### 1. **Classroom Training**

One of the foundational components of an EDP, classroom training involves structured sessions where experts or faculty members teach concepts related to management, leadership, finance, strategy, and innovation. These sessions provide a solid theoretical framework and introduce current best practices in business leadership.

### 2. **Case Study Analysis**

Participants examine real-life business cases—often from successful companies or those that faced complex challenges. This method enhances decision-making and problem-solving skills, as executives are encouraged to evaluate situations, consider multiple perspectives, and propose strategic solutions.

### 3. **Simulation Exercises**

Simulations mimic real-world business scenarios in a risk-free environment. Participants may role-play as CEOs, marketing heads, or financial officers, making critical decisions under pressure. These activities help in developing strategic thinking, leadership, and teamwork under simulated stress.

### 4. **Action Learning Projects**

These are real business problems taken from within the participant's organization or industry. Small groups work collaboratively to research, analyze, and recommend actionable solutions. It helps bridge the gap between theory and practice while contributing to the organization's objectives.

### 5. **Executive Coaching and Mentoring**

One-on-one sessions with experienced coaches or mentors help participants reflect on their personal strengths and development areas. This individualized guidance fosters personal growth, emotional intelligence, and long-term behavioral change.

### 6. **Workshops and Seminars**

These are interactive sessions focusing on specific topics such as digital transformation, conflict resolution, ethical leadership, or innovation. They often feature guest speakers or thought leaders and encourage dialogue, brainstorming, and critical thinking.

### 7. **Peer Learning and Networking**

A key feature of most EDPs is the opportunity to learn from fellow executives. Participants share experiences, successes, and failures, which creates a rich learning environment. Networking with peers across industries can also lead to collaborations and broader business insights.

### 8. **International Exposure or Global Immersion**

Many high-level EDPs include visits to international organizations, business schools, or markets. This gives participants exposure to global business practices, diverse cultures, and international strategy, preparing them for leadership roles in a globalized economy.

## **BENEFITS OF EDP**

### **For Executives**

Improved leadership and vision  
Enhanced self-confidence  
Broader business perspective  
Better communication skills  
Exposure to global practices

### **For the Organization**

Better strategic decision-making  
Stronger succession planning  
Improved performance and competitiveness  
Change-ready and agile management teams  
Innovation and growth mindset

## **Self-Development**

Definition:

**Self-development** refers to the **conscious and continuous efforts** an individual makes to improve their knowledge, skills, attitude, and performance. It is a self-initiated process aimed at personal and professional growth.

## Objectives of Self-Development:

- Enhance job-related **competencies**.
- Improve **personal effectiveness**.
- Adapt to changes in technology and work environments.
- Achieve **career progression**.
- Increase self-awareness and **emotional intelligence**.

## Methods of Self-Development:

1. **Reading and Research**  
Regular reading of books, journals, articles, and blogs to stay updated with trends and theories.
2. **Online Courses and Certifications**  
Enrolling in MOOCs (e.g., Coursera, edX), webinars, or certification programs in relevant fields.
3. **Setting Personal Goals**  
Establishing clear, measurable goals for improvement and regularly reviewing progress.
4. **Seeking Feedback**  
Constructive feedback from peers, mentors, or supervisors helps identify development areas.
5. **Time Management and Productivity Tools**  
Using planners, calendars, and task apps to improve efficiency.
6. **Practicing Self-Reflection**  
Regularly analyzing one's actions, behaviors, and decisions to understand strengths and weaknesses.
7. **Joining Professional Networks**  
Participating in associations, forums, or communities related to one's career to exchange knowledge and opportunities.
8. **Soft Skills Improvement**  
Developing communication, leadership, and interpersonal skills through workshops or coaching.

## Benefits of Self-Development:

- Increased **confidence and self-esteem**.
- Better job performance and **career advancement**.
- Higher adaptability to new roles or responsibilities.
- Encourages **lifelong learning**.
- Builds a proactive and independent mindset.

## Challenges in Self-Development:

- **Lack of motivation or discipline**.
- Time constraints due to work-life balance.
- Limited access to resources or guidance.
- Difficulty in setting realistic or relevant goals.

# Knowledge Management (KM)

Definition:

**Knowledge Management** is the process of **creating, sharing, using, and managing knowledge** and information within an organization to improve efficiency, innovation, and decision-making.

“Knowledge Management is the systematic management of an organization’s knowledge assets for creating value and meeting tactical & strategic requirements.”

## Objectives of KM:

- To capture and retain organizational knowledge.
- To ensure that valuable knowledge is **shared and accessible**.
- To **avoid knowledge loss** due to employee turnover.
- To improve innovation and **problem-solving capabilities**.
- To enable **faster and better decision-making**.

## Key Components of KM:

1. **Knowledge Creation**  
Developing new insights through R&D, collaboration, and innovation.
2. **Knowledge Capture and Storage**  
Documenting knowledge in manuals, databases, SOPs, or knowledge bases.
3. **Knowledge Sharing**  
Distributing knowledge across the organization using intranets, training sessions, and communities of practice.
4. **Knowledge Application**  
Utilizing the knowledge effectively in day-to-day work and strategic planning.

## Tools and Techniques in KM:

- **Knowledge Repositories** (databases, document management systems)
- **Collaboration Tools** (Slack, MS Teams, SharePoint)
- **Intranets and Wikis**
- **Mentoring Programs**
- **Best Practice Archives**
- **AI and Machine Learning** for knowledge discovery

## Benefits of Knowledge Management:

- Improves **organizational efficiency** and productivity.
- Enhances **innovation** and continuous improvement.
- Encourages **collaboration** and reduces knowledge silos.
- Speeds up **decision-making** and reduces duplication.

- Preserves **institutional memory**.

### Challenges in KM:

- **Cultural resistance** to sharing knowledge.
- Lack of **standard processes** and tools.
- Difficulty in **measuring ROI** of KM.
- **Technology barriers** and data overload.
- Risk of **knowledge becoming outdated** if not updated regularly.

# UNIT IV

## UNIT IV – MOTIVATION , COMPENSATION AND CAREER

### SYLLABUS

Compensation plan — Reward — Motivation — Application of theories of motivation — Career management — Mentoring - Development of mentor — Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.

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### Compensation Plan

#### **Definition:**

A **compensation plan** is the structured strategy that outlines how employees are **paid and rewarded** for their work. It includes salaries, wages, incentives, benefits, and bonuses.

#### **Objectives:**

- Attract and retain talent
- Motivate and reward high performance
- Ensure internal and external equity
- Align with organizational goals and budgets

#### **Components:**

- **Base Pay** (fixed salary or hourly wage)
- **Variable Pay** (bonuses, commissions)
- **Benefits** (health insurance, retirement plans)
- **Non-monetary perks** (flexible hours, recognition)

### Reward

#### **Definition:**

A **reward** is any form of **compensation, benefit, or recognition** given to an employee for their contribution to the organization.

#### **Types of Rewards:**

- **Intrinsic Rewards:** Personal satisfaction, recognition, growth
- **Extrinsic Rewards:** Salary, bonuses, promotions, benefits

### Motivation

Motivation is the internal drive that directs behavior toward achieving goals. It influences the effort, persistence, and direction of employees' actions

## Application of Theories of Motivation

### Motivational Theories

Motivational theories explain what drives human behavior, particularly in a workplace setting. These theories help managers understand how to **increase productivity, satisfaction, and performance**.

#### 1. Maslow's Hierarchy of Needs Theory (Abraham Maslow)

Maslow proposed that human needs are arranged in a **hierarchical order**, and people are motivated to fulfill basic needs before moving to higher levels.

##### ***Five Levels:***

1. **Physiological Needs:** Food, water, shelter, salary
2. **Safety Needs:** Job security, safe work environment
3. **Social Needs:** Belongingness, team relationships
4. **Esteem Needs:** Recognition, respect, status
5. **Self-Actualization:** Personal growth, creativity, fulfilling potential

##### ***Application:***

- Provide job security (safety), recognition (esteem), and development opportunities (self-actualization).

#### 2. Herzberg's Two-Factor Theory (Frederick Herzberg)

Job satisfaction and dissatisfaction arise from two **different sets of factors**:

##### ***Factors:***

- **Hygiene Factors** (prevent dissatisfaction): Pay, working conditions, policies, supervision
- **Motivators** (increase satisfaction): Achievement, recognition, responsibility, growth

##### ***Application:***

- Eliminate hygiene issues to prevent dissatisfaction.
- Focus on motivators to enhance job satisfaction and performance.

#### 3. McClelland's Theory of Needs (David McClelland)

People are primarily driven by one of three **motivational needs**:

1. **Need for Achievement (nAch):** Desire to excel and succeed.
2. **Need for Power (nPow):** Desire to influence or control others.
3. **Need for Affiliation (nAff):** Desire for friendly relationships.

##### ***Application:***

- Assign challenging tasks to high nAch individuals.
- Leadership roles to high nPow individuals.
- Team-based tasks to high nAff individuals.

#### 4. Vroom's Expectancy Theory (Victor Vroom)

Motivation depends on the expectation that effort will lead to performance, which will lead to desired outcomes.

##### ***Formula:***

**Motivation = Expectancy × Instrumentality × Valence**

- **Expectancy:** Belief that effort → performance
- **Instrumentality:** Belief that performance → reward

- **Valence:** Value of the reward to the individual

***Application:***

- Ensure employees feel capable of success.
- Make sure rewards are clearly linked to performance.
- Offer meaningful and valued rewards.

**5. Adams' Equity Theory (J. Stacy Adams)**

People are motivated by **fairness**. They compare their input-output ratio with others.

***Key Elements:***

- **Inputs:** Effort, skill, time
- **Outputs:** Salary, recognition, benefits

***Application:***

- Maintain fairness in pay and recognition.
- Communicate reward policies transparently.

**6. Skinner's Reinforcement Theory (B.F. Skinner)**

Behavior is a function of its consequences. Positive consequences reinforce behavior.

***Types of Reinforcement:***

- **Positive Reinforcement:** Rewarding desired behavior (e.g., praise)
- **Negative Reinforcement:** Removing an undesirable condition
- **Punishment:** Applying negative consequences
- **Extinction:** Ignoring behavior to reduce its occurrence

***Application:***

- Use immediate and consistent rewards.
- Avoid punishing too often, as it can reduce morale.

**7. Locke's Goal-Setting Theory (Edwin Locke)**

Clear and challenging goals lead to higher performance.

***Effective Goals Should Be:***

- **Specific**
- **Challenging but achievable**
- **Measurable**
- **Time-bound**
- **Supported by feedback**

***Application:***

- Set SMART goals for employees.
- Provide regular progress updates and recognition.

**Career Management**

**Definition:**

Career management is the **planning and managing** of one's professional path, including **goal setting, skill development, and career transitions**.

**Components:**

- **Career planning** (individual-driven)

- **Career pathing** (organizational planning of growth)
- **Performance appraisals** and feedback
- **Training and development**
- **Succession planning**

## Mentoring

### **Definition:**

Mentoring is a developmental relationship where a **senior, experienced individual (mentor)** supports the **growth of a junior (protégé)** through guidance, advice, and feedback.

### Development of Mentor – Protégé Relationship

#### **Stages:**

1. **Initiation:** Mutual interest, early trust building
2. **Cultivation:** Active learning, knowledge sharing
3. **Separation:** Protégé becomes more independent
4. **Redefinition:** Relationship evolves into mutual professional respect

#### **Benefits:**

- **For Protégé:** Learning, confidence, networking, faster growth
- **For Mentor:** Legacy, leadership practice, job satisfaction
- **For Organization:** Talent development, engagement, retention

## Job Satisfaction

Job satisfaction is **the** positive emotional response an individual has toward their job. It results from alignment between employee expectations and the reality of the work environment.

### **Influencing Factors:**

- Work itself
- Pay and benefits
- Supervision quality
- Coworker relationships
- Growth opportunities

## Employee Engagement

Employee engagement is the **emotional commitment** an employee has to their organization and its goals. It leads to **higher productivity, loyalty, and performance**.

### **Drivers of Engagement:**

- Clear goals and expectations
- Supportive leadership
- Opportunities for growth
- Recognition and feedback
- Work-life balance

### Organizational Citizenship Behavior (OCB)

OCB refers to **voluntary behaviors** employees engage in that are **not part of their formal job duties** but **promote organizational effectiveness**.

#### **Types of OCB:**

- **Altruism:** Helping others
- **Conscientiousness:** Going beyond minimum requirements
- **Sportsmanship:** Tolerating inconveniences without complaint
- **Courtesy:** Preventing conflicts
- **Civic Virtue:** Participating in organizational governance

# UNIT V

## UNIT V - PERFORMANCE EVALUATION AND CONTROL

### SYLLABUS

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

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### Performance Evaluation

**Performance evaluation** is the systematic assessment of an employee's job performance and productivity against defined criteria and organizational goals.

#### **Common Methods:**

##### 1. **Traditional Methods:**

- **Ranking Method:** Employees are ranked from best to worst.
- **Paired Comparison:** Each employee is compared with every other one.
- **Graphic Rating Scale:** Rated on traits like punctuality, cooperation, etc.
- **Checklist Method:** Yes/No checklist of behaviors or traits.
- **Essay Method:** Manager writes a descriptive evaluation.

##### 2. **Modern Methods:**

- **Management by Objectives (MBO):** Joint goal setting and review.
- **360-Degree Feedback:** Input from supervisors, peers, subordinates, and self.
- **Behaviorally Anchored Rating Scales (BARS):** Combines rating scale with examples of behaviors.
- **Assessment Centers:** Simulation-based evaluations for higher-level roles.
- **Balanced Scorecard:** Performance measured in multiple perspectives— financial, customer, learning, internal processes.

### Feedback in Performance Management

#### **Importance:**

- Guides employees toward expected behaviors and goals.
- Improves self-awareness and performance.
- Encourages open communication and trust.

#### **Types of Feedback:**

- **Positive Feedback:** Reinforces good behavior.
- **Constructive Feedback:** Aims at improving weaknesses.
- **Formal Feedback:** Part of structured appraisals.
- **Informal Feedback:** Day-to-day comments or coaching.

## Industry Practices in Performance Evaluation

- **IT Industry:** Uses 360-degree feedback, continuous performance management.
- **Manufacturing Sector:** Focuses on measurable KPIs, productivity, and quality metrics.
- **BPOs:** Frequent evaluations, emphasis on accuracy and efficiency.
- **Startups:** Flexible and informal feedback systems with OKRs (Objectives and Key Results).
- **Public Sector:** Uses confidential reports, seniority-based assessments.

## Promotion, Demotion, Transfer, Separation

### **Promotion:**

- **Definition:** Upgrading an employee to a higher position with more responsibility and pay.
- **Types:** Horizontal (change in role), Vertical (higher role), Dry (status change without pay raise)
- **Criteria:** Merit, seniority, performance, qualifications

### **Demotion:**

- **Definition:** Downward movement to a lower position due to poor performance, restructuring, or disciplinary action.

### **Transfer:**

- **Definition:** Shifting an employee from one job, department, or location to another without major change in responsibility or pay.
- **Types:** Lateral, geographical, departmental, administrative

### **Separation:**

- **Definition:** Termination of employment through resignation, retirement, layoff, or dismissal.

## Implications of Job Change

- **For Employee:**
  - New learning opportunities or career growth (promotion)
  - Emotional stress or loss of confidence (demotion)
  - Disruption or adjustment (transfer)
  - Financial and psychological effects (separation)

- **For Organization:**
  - Improved role alignment
  - Productivity shifts
  - Need for retraining or hiring
  - Risk of talent loss

## The Control Process

The **control process** ensures that organizational activities are being carried out as planned, helping achieve goals efficiently and effectively.

### **Steps in Control Process:**

1. **Establish Standards:** Define performance benchmarks.
2. **Measure Actual Performance:** Collect data and monitor activities.
3. **Compare with Standards:** Identify variances or deviations.
4. **Take Corrective Action:** Implement improvements or changes.

### Importance of Control

- Ensures goal alignment
- Detects errors and fraud
- Enhances productivity and quality
- Aids in decision-making
- Facilitates coordination and discipline

### Types of Controls:

1. **Preventive Control:** Stops problems before they occur (e.g., policies, training).
2. **Concurrent Control:** Monitoring during the process (e.g., real-time feedback).
3. **Corrective Control:** Actions after deviations (e.g., adjustments, disciplinary action).

### Techniques:

- **Budgetary Control**
- **Statistical Quality Control (SQC)**
- **Internal Audits**
- **MIS (Management Information Systems)**
- **Performance Appraisals**

### Requirements of Effective Control Systems

- Clear and measurable standards
- Timely and accurate information
- Flexibility to adapt to changes
- Cost-effectiveness
- Participation and support from all levels

## Grievances

A **grievance** is a formal complaint raised by an employee regarding work conditions, policies, or treatment.

### Causes of Grievances

- Unfair treatment or discrimination
- Poor working conditions
- Wage or benefit issues
- Lack of growth opportunities
- Workload or scheduling conflicts
- Poor communication or management style

### Implications of Unresolved Grievances

- Low morale and motivation
- Increased absenteeism and turnover
- Labor unrest or strikes
- Decreased productivity
- Negative workplace culture

### Grievance Redressal Methods

1. **Open-Door Policy:** Employees can approach any manager with their concerns.
2. **Formal Grievance Procedure:** Step-by-step method involving HR, supervisors, and grievance committees.
3. **Grievance Committees:** Groups that hear employee complaints and recommend solutions.
4. **Mediation/Arbitration:** External parties help resolve disputes.
5. **Whistleblower Channels:** Anonymous reporting systems for ethical violations.

**MB25C09 3 HUMAN RESOURCE MANAGEMENT  
IMPORTANT QUESTIONS**

**UNIT I**

**PART A**

1. Define HRM
2. HRM Functions
3. List the Role of HR manager
4. What is E RECRUITMENT?
5. What is E Training?
6. What is E payroll?
7. What is meant by EPSS?
8. What is Knowledge Management?
9. What is HR Accounting?
10. What is HR Audit?

**PART B & C**

1. Elaborate the Role of HR manager
2. Explain the Impact of Computer Application in HRM
3. Explain the importance & Challenges of HRM
4. Explain the Methods of HR accounting
5. Explain the types & Process of HR Audit

**UNIT II**

**PART A**

1. What is meant by Human Resource Planning?
2. What is HR Demand Forecasting?
3. What is meant by Delphi Technique?
4. What is meant by cohort analysis?
5. Define Recruitment
6. Define selection
7. What is meant by Psychomotor Test?
8. Define Interview and its types
9. What is meant by Induction (or) Orientation?
10. Define Socialization and its Process

**PART B & C**

1. Explain the Factors influencing HR Planning?
2. Explain the Process of HR planning?
3. Explain the Importance of HRP
4. Explain the Recruitment Process & Procedure
5. Explain the Selection Process

**UNIT II**

**PART A**

1. What is Training?
2. What is meant by Understudy in Training?
3. What is Simulation?

4. What is meant by Sensitivity Training?
5. What is Executive Development?
6. What is Mentoring?
7. What is Self-Development and its Stages?

#### **PART B & C**

1. Explain the Methods of Training
2. Explain EDP and Common practices in EDP Programme.
3. Elaborate the Process and Resistance in training
4. Explain the Methods of Executive Development

### **UNIT IV**

#### **PART A**

1. What is Compensation?
2. What is meant by Wages?
3. What is Halsey plan?
4. What is Rowan Premium Plan?
5. What is IS Rewards?
6. Define Motivation
7. What is Bedaux plan?
8. What is Career Planning?
9. What is JOB Satisfaction?
10. What is Employee Engagement?
11. What is OCB?

#### **PART B & C**

1. Explain the Different types of wages plan
2. Explain the theories of Motivation
3. Explain the Determinants & Factors of Job Satisfaction
4. Explain the Theories of Job Satisfaction
5. Explain the Drivers of Employee Engagement
6. Explain the Process of Career Planning
7. Explain the Mentor and protégé relationship in HRM

### **UNIT V**

#### **PART A**

1. Define Performance Evaluation
2. What is Promotion?
3. What is meant by Demotion?
4. What is Transfer and its types?
5. What is Separation and its types?
6. What is Job rotation or job change?
7. Define controlling
8. What is Grievances Handling?

#### **PART B & C**

1. Explain the Grievance Handling Procedure and its Modes

2. Explain the Controlling Techniques & Process
3. Explain the Problems and Reasons for Demotion
4. Explain the PROS AND CONS of PROMOTION
5. Explain the Methods and Techniques of Performance Evaluation

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**Question Paper Code : 90078**

M.B.A. DEGREE EXAMINATIONS, APRIL/MAY 2022.

Second Semester

BA 4203 – HUMAN RESOURCE MANAGEMENT

(Regulations 2021)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. List the skills needed by Modern HR Managers.
2. What is the meaning of Human Capital management?
3. What are the advantages of Human Resources Planning?
4. What is Person-Organisation 'fit'?
5. What is the significance of EDP?
6. List few ways to develop oneself through knowledge management.
7. What are the components of Organisational Citizenship Behaviour.
8. Write few applications of theories of motivation at work.
9. Enlist few methods of performance appraisal.
10. What are the causes of grievances in organisations?

PART B — (5 × 13 = 65 marks)

11. (a) Write in detail with suitable illustrations about modern day challenges faced by Human Resource Managers post pandemic situation.

Or

- (b) Write in detail with suitable illustrations the need and scope for development of computer applications relating to human resource management.

12. (a) Explain various techniques of selection.

Or

(b) Explain the external and internal sources of Recruitment along with its pros and cons.

13. (a) Discuss in detail various training methods followed in industries.

Or

(b) Discuss in detail the advantages and disadvantages of executive development programmes organised for employees in organisations.

14. (a) Explain the determinants of Job satisfaction.

Or

(b) Describe the salient features of mentor protégé relationship. How it is beneficial to organisational growth? Explain.

15. (a) Discuss various methods of performance appraisal.

Or

(b) Enumerate various techniques of handling grievances.

PART C — (1 × 15 = 15 marks)

16. (a) Analyse the challenges faced by HR Managers in organisations due to technological advancement in upgrading and maintaining the skill level of workforce.

Or

(b) Highlight the need and benefits of various innovative measures to be undertaken by HR Managers in managing issues related to promotion of employees within the organisation.



12. (a) Discuss the procedures adopted in the successful selection of Vice-President Human resources for a large construction firm.

Or

- (b) Discuss the various techniques adopted in forecasting the Human Resources for information technology firms.
13. (a) Explain the various techniques of executive development practiced in industries.

Or

- (b) "It is critical for employees to learn new things and enhance their skills to meet the work competitions in the business environment". However, employee's restraint to do so. Discuss the reasons.
14. (a) "Employee's knowledge and skill set grow as they spend time with an organisation". Justify the statement with your answer.

Or

- (b) "Executive development is highly beneficial to both the organizations and individuals". Substantiate with your answer.
15. (a) "Mentoring is one of the most appropriate technique for human resource development". Discuss.

Or

- (b) Discuss in detail the grievance settlement procedure.

PART C — (1 × 15 = 15 marks)

16. (a) "A good potential appraisal system provides opportunities continuously for the employee to know his strengths and weaknesses. These are done through periodic counseling and guidance sessions by either the personnel department or the managers concerned. This should enable the employee to develop realistic self-perceptions and plan his own career and development".

As you are a HR manager, do you think that this is a realistic statement which is based on practice. Suggest, organisations based on your perspective as how to do potential appraisal.

Or

- (b) "Socialisation strategies are moderately associated with perceptions of fit, job satisfaction, organisational commitment, and intentions to quit. They are modestly associated with job performance and turnover. Discuss.

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**Question Paper Code : 10199**

M.B.A. DEGREE EXAMINATIONS, APRIL/MAY 2023.

Second Semester

BA 4203 – HUMAN RESOURCE MANAGEMENT

(Regulations – 2021)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Why is HR considered as human capital?
2. What is meant by human resource accounting?
3. State the objectives of human resource planning.
4. Write short note on corporate culture.
5. When is vestibule training conducted?
6. Bring out the difference between Prodigy and Protege.
7. List down the different types of motivation.
8. Enumerate the purpose of knowledge management.
9. List out the performance elements.
10. What is meant by job enrichment?

PART B — (5 × 13 = 65 marks)

11. (a) Do you agree the roles and responsibilities of human resource manager as pivotal for organizational success? Justify with your answer.

Or

- (b) Discuss the role of computer applications in human resource management.

12. (a) "Taking a holistic view of current and future goals, succession planning ensures that organizations have the right people in the right jobs today and in the years to come". Comment.

Or

- (b) "In the current context many companies go for campus recruitment probably because of its comparative advantage over the other". In view of this, as you are a student aspiring for campus placement how do you prepare yourself?

13. (a) Explore the stages of the training process in the current context.

Or

- (b) "Executive Development is an ongoing process that helps managers gain knowledge, skills and abilities to handle current situations in a more efficient manner and get matured to handle future challenges successfully". Discuss.

14. (a) Explain any two motivational theories.

Or

- (b) What is job satisfaction? Explain the need for job satisfaction and the factors influencing it.