

K.S.R. COLLEGE OF ENGINEERING (Autonomous)

R 2018

SEMESTER - II

BA18215

HUMAN RESOURCE MANAGEMENT

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Objective(s):

1. To explain the basic concept of perceptive in human resources management.
2. To familiarize students with contemporary practices.
3. To study the various tool and techniques of HR ethical manner.
4. To manage the manpower to attract , motivate and attract them to retain the organization.
5. To Describe e the students to understand the challenges in domestic and IHRM

UNIT - I PERCEPTIVE IN HUMAN RESOURCE MANAGEMENT

[09 Hrs]

Evolution of Human Resource Management – The importance of the human factor – Objectives of human resource management - Role of human resource manager – Human Resource Policies – Computer applications in human resource management – Human Resource Accounting and Audit.

UNIT - II THE CONCEPT OF BEST FIT EMPLOYEE

[09 Hrs]

Importance of Human Resource Planning – Forecasting human resource requirement – Internal and External Sources. Selection process screening – Tests - Validation – Interview - Medical examination – Recruitment introduction – Determinants – Process - Importance – Practices.

UNIT - III TRAINING AND EXECUTIVE DEVELOPMENT

[09 Hrs]

Types of training methods - purpose - benefits & resistance- Executive Development Programmes – Benefits – Self Development – Knowledge Management - Case study

UNIT - IV SUSTAINING EMPLOYEE INTEREST

[09 Hrs]

Compensation plan – Reward – Motivation – Theories of motivation – Career management – Development of mentor – Protégé relationships.

UNIT - V PERFORMANCE EVALUATION AND CONTROL PROCESS

[09 Hrs]

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 – Case study.

Total (L: 45 T: 0) = 45 Periods

Course Outcomes: On completion of this course, the student will be able to:

1. Understand the employment relations and knowledge to resolve the issues.
2. Appreciate role of HR specialist for implementing HRM policies.
3. Know the various tools and techniques of promoting HR in ethical manner.
4. Managing the manpower to motivate and attract them to retain in the organization.
5. Develop the responsibility of employer and legal system to manage the employment relations

Reference Books :

1. Mamoria C.B. and Rao V.S.P. Personnel Management, Himalaya Publishing Company, 13th edition 2012.
2. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2013.
3. Dessler Human Resource Management, Pearson Education Limited, 11th edition 2016.
4. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,6th edition, 2012.
5. Eugene Mckenna and Nic Beach, Human Resource Management, Pearson Education Limited, 3rd edition 2013.

NSSUL

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DEPARTMENT OF BUSINESS ADMINISTRATION (MBA)

NAME : Mr. S. VINOTHKUMAR
CLASS : I MBA
SUBJECT : BA18215 - HUMAN RESOURCE MANAGEMENT

UNIT – 1

2 Mark Questions:

1. Define HRM.

HRM is concerned with the “PEOPLE” dimension in management. It is a process consisting of 4 functions- acquisition, development, motivation and maintenance of humann resources” – Stephen P.Robbins.

2. Mention the HR activities.

- Human resource planning
- Staffing (recruitment, selection, placement)
- Performance management
- Training and development
- Compensation (remunerarion)and benefits.
- Industrial relations.

3. Write the nature of HRM.

- ✓ HRM Involves the Application of Management Functions and Principles.
- ✓ Decision Relating to Employees must be Integrated
- ✓ Decisions Made Influence the Effectiveness of an Organization
- ✓ HRM Functions are not Confined to Business Establishments Only

4. List out the scope of HRM.

Human Resource Planning
Design of the Organization and Job
Selection and Staffing
Training and Development
Organizational Development
Compensation and Benefits
Employee Assistance
Union/Labour Relations
Personnel Research and Information System

5. Discuss the objectives of HRM.

- Social objectives
- Organizational objectives
- Functional objectives
- Individual objectives

6. Categories HR Manager Roles.

- ✓ Business role

- ✓ Enable role
- ✓ Monitoring role
- ✓ Innovator role
- ✓ Adapter role

7. Mention the functions of HRM.

- Strategic HR Management
- Equal Employment Opportunity
- Staffing
- Talent Management and Development
- Total Rewards
- Risk Management and Worker Protection
- Employee and Labor Relations

8. What do you mean by Human resource Accounting?

Human resource accounting is a process of identifying and measuring data about human resources and communicating this information to the interested parties. “Accounting for people as an organizational resources. It involves measuring the costs incurred by an organization to recruit, select, hire, train and develop human assets and also involves measuring the economic value of people in the organization.

9. Mention the methods of evaluating HR Accounting.

- Historical method
- Replacement cost
- Opportunity cost method
- Standard cost
- Economic value method

10. List out the companies adopting HR accounting in India.

- ✓ BHEL
- ✓ SAIL
- ✓ Oil India Ltd
- ✓ Mineral & Metal trading
- ✓ ONGC

11. Define HR policies.

According to James Bambrick, policies are statements of the organization's overall purposes and its objectives in the various areas with which its operations are concerned- personnel, finance, production, marketing, and so on.

12. Categorise the elements of HR policies.

- ✓ Employment practices and conditions
- ✓ Methods of wage payment
- ✓ Grievance redressal procedures.
- ✓ Checking of tools
- ✓ Employee financial aids-savings

13. What is HRIS?

An HRIS may be defined as the system used to acquire, store, manipulate, analyse, retrieve, and distribute pertinent information regarding an organization's human

resources. The HRIS provides management with the opportunity to use HR information to support and guide decision making and long-range planning.

14. List out the elements of HRIS.

Personal data
Recruitment/selection data
Work experience data
Compensation data
Performance appraisal/data
Attitude/ morale
Benefit plan data

12 Mark Questions:

1. What are the policies adopted in HRM? Explain.
2. Elucidate the evolution of human resource management. Discuss its significance due to the emergence of large organization.
3. Discuss HRIS (computer applications in HRM). Explain Why HRIS used in the organization. Is it necessary in the organization?
4. Enumerate the computer applications in human resource management. Discuss the benefits.
5. "Human Resource Policies are guidepost to human resource management function". Explain this statement.
6. Elucidate human resource accounting and auditing.
7. Discuss the role and functions of Human Resource Management.
8. Why it is important for HR management to evolve from an administrative and operational level to a strategic level.
9. Explain the position of HR department in an organisation.
10. Elaborate the roles of HR manager.
11. Explain the objectives and dunctions of HRM.
12. Discuss the challenges of HRM in the global environment.

UNIT- 2

2 Mark Questions:

1. Define HRP. (Human Resource Planning).

According to Beach, "HRP is a process of determining and assuming that the organization will have an adequate number of qualified persons, available at proper times, performing jobs which meet the needs of the enterprise and which provides satisfaction for the individuals involved"

2. List out the nature & objectives of HRP.

Human resource planning is the process of analyzing and identifying the availability and the need for human resources so that the organization can meet its objectives. The focus of HR planning is to ensure that the organization has the right number of human resources, with the right capabilities, at the right times, and in the right places.

3. Define recruitment.

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

Recruitment forms a step in the process which continues with selection and ceases with the placement of the candidate. It is the next step in the procurement function, the first being the manpower planning. Recruiting makes it possible to acquire the number and types of people necessary to ensure the continued operation of the organisation. Recruiting is the discovering of potential applicants for actual or anticipated organisational vacancies.

4. Classify the sources of recruitment.

Internal Sources

External Sources

Advertisements

Employee Referrals

Employment Agencies

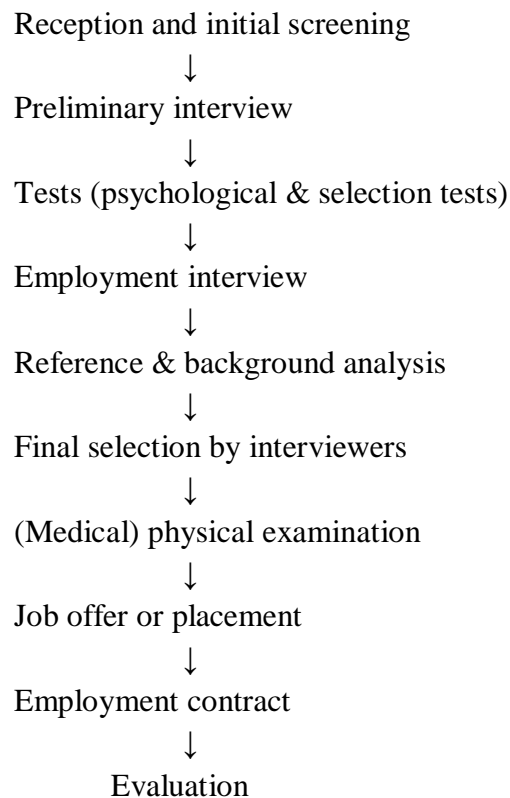
Temporary Help Services

Educational Institutions

5. What is selection?

Selection is the process of picking individuals possessing relevant qualifications, requisite knowledge and required experience. The most suitable candidate is being chosen from out of those who applied for the position based on certain criteria.

6. Draw the selection process chart.



7. List out types of tests.

Aptitude test
Intelligence tests
Abilities tests
Skills test
Achievement tests
Personality tests

8. What is in basket test?

The candidate is faced with an accumulation of reports, memos, letters, and other materials collected in the in-basket of the simulated job he is supposed to take over. The candidate is asked to take necessary action within a limited amount of time on each of these materials, say, by writing letters, notes, agenda for meetings, etc. The results of the applicants' actions are then reviewed by the evaluators. In-baskets are typically designed to measure oral and written communication skills, planning, decisiveness, and initiative and organization skills.

9. Short notes on LGD. (The leaderless group discussion)

The exercise involves groups of managerial candidates working together on a job-related problem. The problem is generally designed to be as realistic as possible and is tackled usually in groups of 5 or 6 candidates. A leader is not designated for the group, but one usually emerges in the course of the group interaction. Two or more assessors typically observe the interaction as the group tries to reach consensus on a given problem. The LGD is used to assess dimensions such as, oral communication, tolerance, for stress, adaptability, self-confidence, persuasive ability, etc.

10. What is honesty test?

These tests are designed to help control inventory theft or time theft such as leave abuses by screening out individuals that are likely to have these propensities. To follow poly graph test. (The lie detector).

11. What is projective test?

Projective tests are those in which a candidate is asked to project his own interpretation into certain standard stimulus situations. The way in which he responds to these stimuli depends on his own values, motives & personality. The most widely used tests of this type are the Rorschach Blot test and the thematic appreciation test.

12. What is personality test?

They assess his motivation interests, his ability to adjust himself to the stresses of everyday life, and his capacity for interpersonal relations and self-image. They are expressed in terms of the relative significance of such traits of a person as his self confidence, his ambition, tact, emotional adjustment, emotional stability, or various other traits of human personality as, Co-cooperativeness, aggressiveness, reflective, thoughtfulness, optimism, sociability conformity, objectivity, patience, fear, distrust, initiative, judgment, dominance, sympathy, integrity, etc. These tests are administered to counsel individuals, to select supervisors, and higher executives. They are pen-and-paper tests.

13. Write the objectives of medical examination.

- Physical test is to detect if the individual carries any infectious diseases.
- The test assists in determining whether an applicant is physically fit to perform the work.
- The physical examination information may be used to determine if there are certain physical capabilities which differentiate successful and less successful employees.
- Medical checkup protects applicants with health defects from understanding work that could be determinate to them or might otherwise endanger the employer's property.

14. What is graphology test?

- Graphology test is designed to analyze the handwriting of an individual.
- For example,
- Big letters and emphasis on capital letters indicate a tendency towards domination and competitiveness.
- A slant to the right, moderate pressure and good legibility show leadership potential.
- Employers usually consult graphologies to supplement their usual personnel recruitment procedures. It is a test that seeks to predict success or failure through one's handwriting. It is used in USA & INDIA.

15. What is polygraph test?

Polygraph is a lie detector are designed to ensure accuracy of the information given in the applications. Department stores, banks, treasury offices and jewellery shops –that is those highly vulnerable to theft or swindling- may find polygraph tests useful.

16. List out types of interview.

- Structured interview or patterned interview
- Unstructured interview or free interview
- Depth or action interview
- Group discussion interview
- Panel or board interview
- Stress interview
- Mixed interview
- Behavioral interview
- One-to-one interview
- Sequential interview
- Panel interview

17. What is structure & unstructured interview?

Structured interview or patterned interview: The interviewer uses present standardized questions which are put to all applications.

Unstructured interview or free interview: Rarely questions are put by the interviewers. Interviewee does most of the talking.

18. What is panel and board interview?

Panel Interview: In this type of interview, a candidate is interviewed by a number of interviewers. Questions may be asked in turn or asked in random order as they arise on any topic.

19. What do you mean by stress interview?

A stress interview is a special type of selection interview in which the applicant is made uncomfortable by series of awkward and rude questions. The aim of stress interview is supposedly to identify applicant's low or high stress tolerance. In such an interview the applicant is made uncomfortable by throwing him on the defensive by series of frank and often discourteous questions by the interviewer.

20. What are the types of validation?

Concurrent validity

Predictive validity

Synthetic validity

12 Mark Questions:

1. What are the factors affecting the Human Resource Planning. Elucidate.
2. Why has there been an increased emphasis on human resource planning? Illustrate with examples the process of human resource planning at enterprise level.
3. Discuss the steps involved in recruitment process? How will you reconcile the internal external sources of recruitment?
4. Discuss forecasting human resource requirement.
5. Discuss the problems faced in human resource planning. How can these problems can be overcome?
6. Explain the Induction & placement in detail.
7. Explain the various stages involved in the selection of candidates for jobs in an organization.
8. Define HRP. Describe its characteristics and objectives. Explain the reasons for the growing interest in HRP in recent years.
9. If you were responsible for hiring someone for your job, which recruitment sources would you use? Why? Which recruitment sources would you avoid? Why?
10. Discuss about human resource planning. What are the factors considered? Explain.
11. Explain the process of human resource planning.
12. Discuss the sources of recruitment in detail.
13. What are the major reasons for the emphasis on HRP at the macro level and explain any two techniques for HR demand forecasting?
14. What are the techniques of forecasting human resources of an organization? Discuss.

UNIT - 3

2 Mark Questions:

1. Define training.

Training is a process of learning a sequence of programmed behavior. It is the application of knowledge & gives people an awareness of rules & procedures to guide their behavior. It helps in bringing about positive change in the knowledge, skills & attitudes of employees.

2. What are difference between training and development?

Training	Development
Short-term focus/Task Oriented	Long-term focus/Skills oriented
Group based (more often than not)	Individually based
Focuses on the “today” needs	Leads to the “tomorrow” results
Compliance area strength	Opportunities to develop strategic approach

3. What are the methods of training?

ON-THE-JOB TRAINING	OFF-THE-JOB TRAINING
1. Job instruction training	1. Lectures
2. Internship training	2. Conferences
3. Apprenticeship training	3. Group discussions
4. Coaching and job rotation	4. Case studies
5. Vestibule training or (training-centre training)	5. Role playing
6. Demonstrations examples (or learning by seeing simulation).	6. Programmed instructions
	7. Laboratory training
	8. Sensitivity training or T-group training

4. Give the importance or purpose of training.

- Improves Morale of Employees
- Less Supervision
- Fewer Accidents
- Chances of Promotion
- Increased Productivity

5. Why the employees resist for change?

- ✓ Insecurity
- ✓ Lack of communication
- ✓ Group resistance
- ✓ Resistance due to perceived anxiety about resource allocation.
- ✓ Resistance due to structural changes.
- ✓ Resistance due to non-involvement in the change process.
- ✓ Resistance due to economic threat.

6. List out the training benefits.

- Generally most cost-effective
- Employees are actually productive
- Opportunity to learn whilst doing
- Training alongside real colleagues.
- Training can be delivered on time and at the optimum time.

7. Define on the job training.

On-the-job training takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained. On-the-job training has a general reputation as most effective for vocational work.

8. List out the on the job training methods.

- ✓ Job instruction training
- ✓ Internship training
- ✓ Apprenticeship training
- ✓ Coaching and job rotation
- ✓ Vestibule training or (training-centre training)
- ✓ Demonstrations examples (or learning by seeing simulation).

9. Define off the job training.

Off-the-job training takes place away from normal work situations — implying that the employee does not count as a directly productive worker while such training takes place. Off-the-job training has the advantage that it allows people to get away from work and concentrate more thoroughly on the training itself. This type of training has proven more effective in inculcating concepts and ideas.

10. Mention the off the job training.

- Lectures
- Conferences
- Group discussions
- Case studies
- Role playing
- Programmed instructions
- Laboratory training
- Sensitivity training or T-group training

11. What is simulation?

Simulations are structured and sometimes unstructured, that are usually played for enjoyment sometimes are used for training purposes as an educational tool. Training games and simulations are different from work as they are designed to reproduce or simulate events, circumstances, processes that take place in trainees' job.

12. Write a short note on case study methods.

Case study method was popularized in the Harvard Graduate School of Business. Under this, technique, real problems that are faced by the managers are taken for study. While undergoing training, trainees are asked to study these cases to identify problems,

find out reasons for such problems, develop alternative solution, and implement it. Excellent opportunities for individuals to guard their analytical and judge mental abilities.

13. What is role playing?

Role playing involves action, doing and practice. Under this method, candidates are asked to assume a role and play accordingly. For example, she/he may be asked to act like production manager, mechanical engineer, maintenance engineers, quality control inspectors, foremen, workers and the like. This method is useful in developing inter-personal interactions and relations.

14. What do you mean by Vestibule Training?

Under vestibule training method, new workers are trained for specific jobs on special machines or equipments in a separate room located in the plant or workshop. An experienced workman is entrusted with the task of training. Arranged separate room, machines, equipment in the organization. This training offers only new workers.

15. What is Sensitivity training?

Sensitivity training uses small numbers of trainees, usually fewer than 12 in a group. Meetings have no agenda, are held away from workplaces, and questions deal with the “here and now” of the group process. Discussions focus on why participants behave as they do, how they perceive one another, and the feelings and emotions generated in the interaction process. The objectives of sensitivity training are to provide the participants with increased awareness of their own behavior and how others perceive them – greater sensitivity to know the behavior of others and increased understanding of groups processes. Sensitivity training helps improving skills, greater openness, tolerance for individual differences, and improving conflict resolution skills. Sensitivity training called as, laboratory training, encounter groups, T- groups (training groups).

16. Define executive development programme.

Johnson and Sorcher write, “Management development focuses on developing in a systematic manner, the knowledge base, attitudes, basic skills, interpersonal skills and technical skills of the managerial cadre.”

17. What are the characteristics of executive development program?

- Executive development is a planned and organized process of learning.
- It is an ongoing and never ending exercise.
- Executive development is a long term process as managerial skills cannot be developed overnight.
- It aims at preparing managers for managers.

18. List out the stages in Executive Development Programme.

- Problem Assessment
- Management Audit and Appraisal
- Analysis of Development Needs
- Identify Replacement Needs

19. What are the benefits of Executive Development Programme?

- ✓ It helps manager to develop their skills to face cut-throat competition.
- ✓ It helps in developing better relations with the labour.
- ✓ It helps managers in facing problems related to technology and institution.

- ✓ It helps executives in developing the right attitude.
- ✓ It helps in providing training and education to understand and adjust to changes in socio-economic changes.

20. What is self development?

“Self development involves setting goals about what is to be achieved, what actions are to be taken to achieve that, and taking these actions to proceed in right direction”.

21. Define Knowledge management.

“Knowledge management is a systematic and organized attempt to generate knowledge within an organization that can transform its ability to store and use knowledge for improving performance”.

22. Mention the benefits of Knowledge management.

- ✓ Increased productivity (by making knowledge more quickly and easily)
- ✓ Improved quality of production (through technical knowledge)
- ✓ Reduced cost
- ✓ Better co-ordination in the working of an organization.
- ✓ Improved work environment.
- ✓ Promotes innovations; opens the way for creative thinking.

12 Mark Questions:

1. Discuss the steps involved in conducting a training programme in a systematic way.
2. What do you mean by executive development? Discuss the methods of executive development.
3. How will you identify the training needs of an manufacturing organization? Explain few important training methods.
4. Explain the different training methods carried out in a company.
5. Discuss the methods & techniques of Executive Development Programme.
6. Explain the self development in detail.
7. How will you evaluate the effectiveness of an executive development programme? If it is not effective, what steps will you take to make it effective?
8. Elucidate knowledge management.
9. List and explain the steps in management development programme. Also explain any two methods of EDP
10. Explain the process of executive development with illustrations.

UNIT - 4

2 Mark Questions:

1. Define compensation.

According to Wendell French,” Compensation is a comprehensive term which includes wages, salaries and all other allowance and benefits.”

2. Bring out the objectives of compensation plan.

- ✓ To attract manpower in a competitive market.
- ✓ To control wages and salaries and labour costs by determining rate change and frequency of increment.

- ✓ To maintain satisfaction of employees by exhibiting that remuneration is fair adequate and equitable.
- ✓ To induce and improved performance, money is an effective motivator.

3. List out the factors affecting the compensation plan.

- Supply and Demand of Labour
- Ability to Pay
- Management's Philosophy
- Legislation

4. Define wages and salary.

A "wage" (or pay) is the remuneration paid, for the service of labour on production, periodically to an employee/worker.

Salary normally refers to the weekly or monthly rates paid to clerical, administrative and professional employees ("white-collar workers").

5. Define incentives.

Incentives are also known as payment by results. These are paid in addition to wages and salaries. Incentive depends upon productivity, sales, profit or cost reduction efforts. Incentive scheme are of two types:

Individual incentive schemes.

Group incentive schemes.

6. Write the mode of compensation plan.

- Wages and Salary
- Incentives
- Fringe Benefits
- Non- Monetary Benefits

7. List out non- monetary benefits.

- Challenging job responsibilities
- Recognition of merit
- Growth prospects
- Competent supervision
- Comfortable working condition
- Job sharing and flexi time

8. Define minimum wage.

Minimum wage has been defined by the committee as "the wage which must provide not only for the bare sustenance of life, but for the preservation of the efficiency of the worker. For this purpose, the minimum wage must provide for some measure of education, medical requirements and amenities.

9. Define fair wage.

According to the committee on fair wages, “It is the wage which is above the minimum wage but below the living wage”. The lower limit of the fair wage is obviously the minimum wage; the upper limit is set by the “capacity of the industry to pay”.

10. What is Reward?

Compensation in the form of pay, incentives and benefits are the rewards given to the employees for performing organizational work. Compensation management is the method for determining how much employees should be paid for performing certain jobs. Compensation affects staffing in that people are generally attracted to organizations offering a higher level of pay in exchange for the work performed.

11. Define Motivation.

According to Scott, “Motivation is a process of stimulating people to action to accomplish desired goals”.

Motivation is the work a manager performs to inspire, encourage and impel people to take required action.

12. List out the types of motivation.

- ✓ Positive or incentive motivation
- ✓ Negative or fear motivation
- ✓ Extrinsic motivation
- ✓ Intrinsic motivation

13. List out the theories of motivation.

- Maslow’s hierarchy of needs theory
- Herzberg’s two factor theory
- McClelland’s achievement motivation theory
- McGregor’s theory X and theory Y
- Vroom’s Expectancy theory
- The Porter and Lawler model
- Adam’s Equity theory
- ERG theory

14. Define Career management.

Career Management is the combination of structured planning and the active management choice of one’s own professional career. The outcome of successful career management should include personal fulfillment, work/life balance, goal achievement and financial assurance

15. What is career planning?

Career planning is a process whereby an individual sets career goals and identifies the means to achieve them. Where the organization intervenes in planning, it becomes organizational career planning.

16. List out the employee’s role in career development.

- Job postings
- Formal education

- Performance appraisal for career planning
- Counseling by manager
- Job rotations
- Succession planning
- Formal mentoring
- Common career paths
- Written individual career paths
- Career workshops

17. Define mentoring.

“Mentoring refers to the information and advice provided by an older, experienced individual to a younger and less experienced individual to help in latter’s growth and development”.- Raidy croft.

18. Who is mentor?

A mentor is a guide who can help the mentee to find the right direction and who can help them to develop solutions to career issues. Mentors rely upon having had similar experiences to gain an empathy with the mentee and an understanding of their issues. Mentoring provides the mentee with an opportunity to think about career options and progress.

19. List out the protégé qualities.

- Self perceived growth needs
- A record of seeking/accepting challenging assignments
- Receptivity of feedback and coaching
- Willingness to assume responsibility for own growth and development
- Ability to perform in more than one skill area

12 Mark Questions:

1. Discuss the methods of compensation plan.
2. What is compensation plan? Discuss the factors that should be taken into consideration while formulating an effective compensation plan.
3. Discuss the components of employee remuneration.
4. Explain reward.
5. “Money cannot motivate all people under all circumstances” Discuss.
6. Discuss theories of motivation.
7. Write a note on different stages in the career and list out the career development strategies followed by any five Indian Companies.
8. Elucidate the different theories of motivation with example.
9. Elucidate career management. What are the expected benefits.
10. What is career development? Explain the stages involved in it.
11. Describe the functions and responsibilities of mentoring.
12. Explain Steps in developing the mentoring.
13. Discuss the role of career management.

UNIT - 5

2 Mark Questions:

1. Define performance appraisal.

The assessment of an individual's performance in a systematic way, the performance being measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility, health and the like.

2. What are the objectives of performance appraisal?

- ✓ Salary Increase
- ✓ Promotion
- ✓ Training and Development
- ✓ Feedback
- ✓ Pressure on Employees

3. Mention the need and importance of performance appraisal.

- To give information about the performance of employees on the job and give ranks on the basis of
- which decisions regarding salary fixation, demotion, promotion, transfer and confirmation are
- taken.
- To provide information about amount of achievement and behavior of subordinate in their job.
- This kind of information helps to evaluate the performance of the subordinate, by correcting
- loopholes in performances and to set new standards of work, if required.
- To provide information about an employee's job-relevant strengths and & weaknesses.

4. Outline the process of performance appraisal.

Establish Performance Standards



Communicating the Standards Set for an Employee



Measuring of the Actual Performances



Comparing Actual Performance with Standards Set in the Beginning



Discussion with the Concerned Employee



Initiate Corrective Action

5. List out the methods of performance appraisal.

- Ranking method
- Management by Objectives (MBO)
- Paired comparison

- Behaviorally anchored rating scales
- Grading method
- Assessment centers
- Forced distribution method
- 360-degree appraisal
- Forced choice method
- Cost accounting method
- Checklist method
- Critical incidents method
- Graphic scale method
- Essay method
- Field review method

6. What is critical incidents method?

Critical incident method is very useful for finding out those employees who have the highest potential to work in a critical situation. Such an incidence is very important for organization as they get a sense, how a supervisor has handled a situation in the case of sudden trouble in an organization, which gives an idea about his leadership qualities and handling of situation. It is also said to be a continuous appraisal method where employees are appraised continuously by keeping in mind the critical situation. In this method, only the case of sudden trouble and behavior associated with these incidents or trouble are taken for evaluation.

7. What is BARS (Behaviorally Anchored Rating Scales).

BARS method is a combination of traditional rating scales and critical incidents methods. It consists of preset critical areas of job performance or sets of behavioral statements which describes the important job performance qualities as good or bad (for e.g. the qualities like inter personal relationships, flexibility and consistency, job knowledge etc). These statements are developed from critical incidents.

8. Write a short note on 360* feedback.

This method is also known as ‘multi-rater feedback’, it is the appraisal in a wider perspective where the comment about the employees’ performance comes from all the possible sources that are directly or indirectly related with the employee on his job. In 360 degree performance appraisal an employee can be appraised by his peers, managers (i.e. superior), subordinates, team members, customers, suppliers/ vendors - anyone who comes into direct or indirect contact with the employee and can provide necessary information or feedback regarding performance of the employee the “on-the-job”.

9. What is MBO (Management By Objectives)?

The concept of ‘Management by Objectives’ (MBO) was coined by Peter Drucker in 1954. It is a process where the employees and the superiors come together to identify some goals which are common to them, the employees set their own goals to be achieved, the benchmark is taken as the criteria for measuring their performances and their involvement is there in deciding the course of action to be followed.

10. Mention the factors affecting performance appraisal.

- | | |
|---|-------------------------------|
| i. Value System of Evaluator | ii. Dominant Work Orientation |
| iii. Loyalty | iv. Level of Achievement |
| v. Factors Hindering Objective Assessment | |

11. What is KRA (Key Result Area)?

KRA defines what a job is expected to accomplish. KRA's might fall within the scope of Key Performance Areas (KPA). KRA is not the result. KRA is the area identified as important or crucial where a result will assist in the achievement of the set objectives or goal.

12. Define promotion.

"Promotion is a type of transfer which involves reassignment of an employee to a higher position, having higher pay, more privileges and increased benefits". – Wendall French.

13. List put the objectives of promotion.

- ✓ The primary objective of promotion is to fill the vacancies available within the organization by upgrading the employees.
- ✓ Organizations seek to encourage efficiency and loyalty among the employees through promotion.
- ✓ Promotion aims at attracting and retaining the competent employees in the organization.
- ✓ Organizations rely on promotion to develop constructive competition among the peer group members to improve their performance and productivity.

14. Define demotion.

"Demotion is defined as shifting an employee down to the lower levels of positions which involve decrease in salary, status and privilege". – Ali Balci

15. Write a short note on transfer.

A horizontal shifting of employees from one job to another without job related increase in the pay, benefits and status of the employees is called a transfer.

16. Mention the types of transfer.

Imposed transfers
Requested transfers.

17. List out the objectives of transfer.

- ✓ Optimum utilization of skills
- ✓ Training of employees
- ✓ Disciplinary action
- ✓ Employee request

18. Give an account on separation.

Employee separation is a sensitive issue for any organization. An employee may separate as consequence of resignation, removal, death, permanent incapacity discharge or retirement.

19. What is the reason for separation?

Voluntary separation
Professional reason
Personal reason

Involuntary separation
Health problems
Behavioral problems
Organizational problems

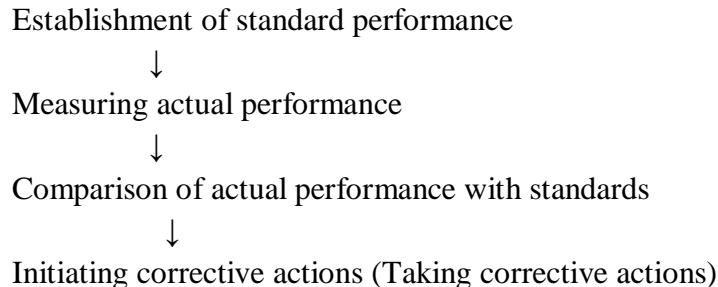
20. Mention the types of separation.

- | | | |
|------------------|-----------------|---|
| i. Retirement | ii. Resignation | iii. Removal (including Dismissal or discharge) |
| iv. Retrenchment | v. Layoff | |

21. What are the methods of control systems?

Controlling is concerned with monitoring how the work is proceeding, checking the results against when required. – William J. Byrnes.

22. Draw the control process.



23. Classify the methods of control.

Financial controls, Financial ratios, Financial budgets, Financial audits
Benchmarking of best practices

12 Mark Questions:

1. Explain methods of performance appraisal.
2. What do you mean by 360 degree appraisal? What are the relative merits and demerits of 360 degree appraisal?
3. What do you mean by performance appraisal? Discuss the need for performance appraisal.
4. What are the causes of employee grievances in an organization? How can such grievances be addressed effectively?
5. Discuss promotion and types of promotion.
6. Describe demotion and types.
7. Elucidate transfer and separation.
8. Discuss control process.
9. Describe methods of control process.
10. What are the causes and implications of redressal methods?
11. Explain the requirement of effective control system grievances.
12. Give an account of the complaints and grievances practices followed in Industry.
13. Enumerate the different methods carried out for performance evaluation.
14. Explain the process of grievances redressal.
15. Explain the process of performance appraisal and explain any two modern techniques.
16. How to retain and control people in the organization?

Case Study

1. The curious case of an employee refusing promotion

Kartar Singh joined Lakshmi Bank, Meerut branch as a clerk after obtaining the post graduate degree in chemistry from Delhi University in 1998. He did his work with due diligence and was generally rated as a hard-working, ambitious young man. He obtained the professional qualification, CAIIB, in 2003. Thereafter, he has applied for the officers' post under the promotion quota. He could not get the promotion as his scores in the written test were low. Meanwhile, he is transferred to the Delhi University, Campus branch, Delhi. His attempt to scale the career ladder did not succeed and after several frustrating trials, he consciously decided to join the ranks of the union as an active member. He became the president of the local branch of Bank Employees' union in 2005. Through his interpersonal skills, he moved closer to most employees in the bank and is able to put the fires between people quickly. Of late, he is considered a tough union activist to bargain with and management has developed a kind of negative attitude towards his career moves. In 2006 when the opportunity came, he was not considered for promotion as his interview scores, this time was found to be not satisfactory! The branch managers' confidential report about his union activities, it is rumoured, is said to be the major obstacle to his promotion. Meanwhile, Kartar Singh started a business of dealership in automobiles using a dummy name. He has also succeeded, to large extent, in diverting the deposits of nearby business community to other banks. Based on the recommendations of the new branch manager, management has decided to promote Kartar Singh to the office cadre in October 2010. Kartar received the appointment order for the officer's post from the head office recently. The colleagues, along with the Branch Manager planned an evening tea party, congratulating his achievement. To their surprise, Kartar expressed his unwillingness to accept the offer and refused the promotion straight away, citing medical reason.

Questions

1. Comment on the promotion policy of the bank, using inputs from the above case.
2. Do you think management's action of selecting Kartar as an officer, after more than a decade's service, is in the right direction? Suggest the reason.
3. Why did Kartar refuse promotion?

2. Vijay case

Vijay, an M.Com and an ICWA, joined the finance department of a Bangalore- Based electric company in Unit 1, which boasts of an annual turnover of Rs.400 cores. He is smart, intelligent but conscientious. He introduced several new systems in record-keeping and was responsible for cost reduction in several areas. Being a loner, Vijay developed few friends in and outside the organization. He also missed promotions four times though he richly deserved them.

G.M. Finance saw to it that Vijay was shifted to Unit 2 where he was posted in purchasing. Though purchasing was not his cup of tea, Vijay went into it whole hog, streamlined the purchasing function, and introduced new systems, particularly in vendor

development. Being honest himself, Vijay ensured that nobody else made money through questionable means.

After two years in purchasing, Vijay was shifted to stores. From finance to purchasing to stores was too much for Vijay to swallow.

He burst out before the unit head, and unable to control his anger, Vijay put in his papers too. The unit head was aghast at this development but did nothing to console Vijay. He forwarded the papers to the V.P. Finance, Unit 1.

The V.P. Finance called Vijay, heard him for a couple of hours, advised him not to lose heart, assured him that his interests would be taken care of and requested him to resume duties in purchasing in Unit 2. Vijay was assured that no action would be taken on the papers he had put in.

Six months passed by. Then came the time to effect promotions. The list of promotees was announced and to his dismay, Vijay found that his name was missing. Angered, Vijay met the unit head who coolly told Vijay that he could collect his dues and pack off to his house for good. It was great betrayal for Vijay.

Question

1. What should Vijay do?

3. Toyota kirloskar private limited

Toyota kirloskar private limited, which is a joint venture between Toyota motor corporation and kirloskar group of India. The management announced an indefinite lockout following a strike, which was considered illegal by the management as the employee union did not give a mandatory 14 day notice as per the Industrial Disputes Act, 1947. The strike was carried out with the demand to reinstate dismissed and suspended employees and improve work conditions at the plant, the company's output had fallen from 92 vehicles per day to 30 per day causing a loss of INR 700 million to the company. The employee union withdrew the strike following a government order but they refused to sign an undertaking of maintaining good conduct in the organization.

4. Amazon.com

Amazon.com, Inc, an online retail company, was established in 1994 by Jeff Bezos. The company started with selling books online and then diversified into various products from software to furniture. In a short span of time, Amazon became one of the most successful companies in e-commerce. The company's success also attracted criticism ranging from business practices and policies to working conditions at its large warehouses. To overcome criticism, Bezos came out with 'Pay to Quit' offer where the employees at the fulfillment center were offered US\$ 2000 to US\$ 5000, based on their experience, to quit. The case discusses the pros and cons of this program, and whether Amazon will benefit from such a policy.

Questions

1. Analysis the pros and cons of the pay to quit policy.

5. Hyundai motor Company

Hyundai Motor Co., formed in 1967, was a part of the large South Korean Chaebol - the Hyundai Group - until the group split in September 2000. In the last four decades, Hyundai managed to establish itself all over the world as a company producing reliable, technically sound and stylish automobiles.

In the 90s, the company started aggressive overseas expansion programs. By the late 90s, when Southeast Asian crisis struck, the company like all the other chaebols, faced serious financial problems. To survive, it had to cut its labor force. The company offered various retirement schemes, unpaid leave for two years, etc. to workers, and expressed its inability to support its entire workforce in the slack period. The unions refused to compromise and the management too held its ground. Finally, the government intervened to force a negotiated settlement between the union and the management.

Questions

1. Suggest other measures that can be adopted by the management for the employees.
2. Is Government interference is right? Give reason.

6. Agile Motors

Dave Franklin (Dave), Vice-President Operations, Agile Motors, knew there was trouble brewing as soon as he stepped into the banquet hall. Instead of a glittering array of crockery, vintage wine, and smartly dressed waiters, all he could see was chaos, and two of his seniormost executives -Jane Anniston (Jane, Manager-Corporate Events),and Tim Malkovich (Tim, Manager-Sales) engaged in an animated argument. The hors d'oeuvres (appetizers) were there on the tables but had not been arranged...

Questions

1. What are the reasons of conflict between the three role incumbents?
2. What do you think are the work behaviors that hinder employee productivity?
3. Which of the following- threats or positive incentives do you think will yield the best results in a role negotiation technique?
4. Are the behavioral changes in the incumbents permanent?
5. Can role negotiation technique be applied to large work groups?