

10. Improved performance is caused by satisfaction and morale.	Better performance is the source of satisfaction and morale.
11. It treats workers just like tools and equipment.	Employees are treated as important assets of the organisation.
12. Promotions are based on seniority and appraisal.	There are multiple career paths. Career growth is based on skills, talent and commitment.
13. Decisions are taken by the top management.	Decisions are taken collectively through mutual discussions between the management and employees.
14. Restricted flow of communication communication is direct.	Free flow of communication and communication is indirect.
15. The management decides the conduct of training programs.	Creates a learning organisation and focus is on continuous learning.
16. Pay is based on job evaluation.	Pay is based on performance evaluation.

2. Qualities and role of HR manager?

Qualities:

(i) Knowledge:
He should be an expert in the field of HR. He should have good knowledge of concepts, principles and practices of HR. Knowledge should be backed by practical experience.

(ii) Intelligence:
It involves mental ability and ability to grasp things. There are many situations in which quick thinking and response is required. Therefore the HR manager should be able to sagely apply knowledge.

(iii) Education:
He should be well educated and possess specialised skills in the human resource area. He should equip himself with the latest knowledge and update himself with modern trends.

(iv) Communication skills:
The human resource manager should have effective communication skills. He should be able to clearly communicate his ideas and instructions.

5. What is staffing?
Staffing involves employing and developing human resources to carry out the activities of the organisation. It ensures that the right man is employed in the right job and talent is recognised and sustained.

UNIT-4

6. What is Training & Development?
Executive development is a planned program for developing the conceptual, decision making and leadership abilities of managers. The objective of executive development programs are to enable managers realise and reach their full potential.

UNIT-3

11. What is unstructured application?
It is only the internal sources of recruitment, i.e. the application where already exists in the organisation were confirmed for present recruitment.

ASSIGNMENT-1

Personnel management	Human resource management
1. It is a traditional approach of managing people.	It is the modern approach of managing people.
2. It is a routine function.	It is a strategic function.
3. It is not connected with core organisational activities and functions independently.	It is integrated with core organisational activity and aligns employees towards achievement of organisational goals.
4. It is reactive in nature.	It is pro-active in nature.
5. It is workforce centred.	It is resource centred.
6. It plays a transactional role.	It plays a transformational role.
7. Gives importance to norms, traditions and customs.	It gives importance to the values and mission of organisation.
8. Job design is based on division of labour.	Job design is based on team work.
9. Job responsibilities are rigid with many years.	Job responsibilities are broadly defined with creative performance and

10. Time period:

M.R.P. can be for the short term, medium term or long term. Short term plans focus on filling existing vacancies. Long term plans are prepared considering economic trends, expected company performance and changes in the environment.

2. Techniques of job analysis

- (i) Interview of workers and supervisors
- (ii) Critical incidents method.
- (iii) Personal observation.
- (iv) Questionnaire method.
- (v) Log records.
- (vi) Panel of Experts.

3. Methods of Job evaluation

Ranking method:

This is the simplest and widely used method of evaluation. Jobs are arranged based on their duties responsibilities, importance and the difficulty in performing them. The most valuable job is placed in the highest level and the least

valuable job is placed in the lowest level. For ex: A sales manager's job will be placed higher than a sales executive's job.

- Merits:
- (i) It is simple to understand and implement.
 - (ii) It involves less time and cost.
 - (iii) It is suitable method for small firms.

Demerits:

- (i) It is difficult to administer if the number of jobs are more in number.
- (ii) It might result in subjective judgments.

2. Job - Grading method

It is based on the job as a whole. The number of grades is decided and factors corresponding to these grades are determined. Facts about jobs are collected and are matched with the grades. Job grades are arranged based on their importance in the form of a schedule. The lowest grade covers jobs requiring greater physical work under close supervision, but with little responsibility.

Merits:

- (i) It is simple and inexpensive.
- (ii) Suitable for organisations with less number of jobs.

10. 10. what is Test?

Tests are an important tool used in the process of selection. Tests measure and assess the skills, abilities, interest, attitude and behaviour of candidates.

11. what is unsolicited application?

An unsolicited application is a request for life insurance coverage that is made by an individual rather than an insurance agent or broker. Insurers generally scrutinize these applications because of the likelihood of self-satisfaction.

12. what is stress interview?

They assess if a candidate would be able to handle difficult and stressful situations calmly. They create anxiety to find out a candidate's capacity to handle pressure.

13. what is intelligence Test?

These tests measure the Intelligence Quotient (IQ) of the candidate. They are conducted to judge the mental capacity of the applicant.

$$IQ = \text{mental age} / \text{actual age} \times 100.$$

2. Sources of Recruitment:

Internal Sources:

1. Promotions:

It is an upward movement of an employee to a higher position in the organisation. Promotion is advancement of an employee to a better designation with higher pay, power, benefits, and increased responsibilities.

2. Transfer:

Transfer refers to shifting of an employee from one location to another, one job to another or one unit to another.

If a department is overstaffed employees can be moved to departments which have vacancies.

3. Referrals:

In the case of referrals, current employees recommend their friends or relatives for vacancies in the organisation since employees know the culture, pay and working condition they would recommend suitable persons.

4. Job Postings:

Vacancies available in the company are communicated to employees. They are informed through notice boards, news letters, or through the internet. Employees who have required qualifications and experience can apply for jobs.

E. Retired or reattached employees:

Employees who have retired or those who were reattached earlier can be recruited. This happens when the organisation wants to use their experience and growth.

F. Depends of Deceased Employees:

Some companies offer employment to depends of employees who died during service. This is done to provide support to the deceased employee's family.

G. Former Employees:

Employees who had left the organisations can be rehired in case their skills are required. Former employees who join back are known as 'boomerangs'. They can bring in

UNIT-2
2 marks

4

1. What is HRP?

Human Resource Planning is the primary activity of human resource management. HRP planning is a systematic and continuous process of identifying current and future human resource requirements of an organisation.

2. Define HRP.

According to E.W. Vetter, human resource planning is "the process by which a management determines how an organisation should move from its current manpower position to its desired manpower position."

3. What is Job analysis?

Job analysis is a systematic process of collecting complete information about a job. The organisation determines the nature of jobs, duties and responsibilities.

4. Define Job analysis.

According to Harold Stone and William Kendall, "Job analysis is a systematic procedure for securing and reporting information."

14. what is Aptitude test?

They assess the job skills of a candidate and his potential to acquire them. Aptitude tests can measure the verbal, numerical and reasoning abilities.

15. what is panel interview?

In a panel interview the candidate is interviewed by a group of company experts. Each member in the panel asks question on a specific area.

16. what is achievement test?

They are also known as proficiency test. They judge a candidate's skill to do a particular job. They measure the level of skills and knowledge already acquired by candidates.

17. what is Personality Test?

They test the various aspects of a candidate's personality. Likes, dislikes, moods, values, emotional reactions etc... are found out through these tests.

18. what is Unstructured interview?

The interviewer does not have any specific set of questions. To seek information he seeks open ended questions. He can ask, explains your responsibilities in your previous job.

6. What is Transfer?

Transfer refers to shifting of an employee from one location to another, one job to another or one unit to another.

7. What is Selection?

Selection is the process of choosing the most suitable candidates from the applications received and rejecting the others. The purpose of selection is to choose that candidate who would best meet job requirements.

8. Define selection.

According to Weirich and ~~Wentz~~ ^{Wentz} reports, "selecting a manager is choosing from among the candidates who best meets the position requirements".

9. What is an Interview?

An interview is essentially a structured conversation where one participant asks questions, and the other provides answers.

8. In the words of Dale Yoder, selection is the process in which candidates for employment are divided into two classes - those who are to be offered employment and those who are not.

6 done, how it is done and why. It is a standard of function, in that it defines the appropriate and authorised content of a job."

9. What is job evaluation?

Job evaluation is a systematic process for determining the relative worth of jobs in an organisation. The purpose is to decide on how much should an employee be paid for the work he has.

10. Define job design.

Job design refers to organising tasks, duties, and responsibilities into a unit of work to attain certain objectives. It integrates work content and qualifications required for each job to meet employee and organisation needs.

11. Define job evaluation.

According to Kimball and Kimball, "job evaluation represents an effort to determine the relative value of every job in a plant and to determine what the fair basic wage for such a job should be."

select candidates if required by the company.

8. Head hunters:

They are useful in recruiting candidates for top management positions. They identify the best performers in other companies. They contact them and offer an attractive salary package to attract them.

9. Radio, television and internet:

Radio and television are used to reach certain types of job applicants such as skilled workers. Radio and television were earlier used by government departments.

10. Competitors:

The method is popularly known as poaching or poaching. It involves identifying the talented people in rival companies. Better salary & career options are offered to motivate them to join the company.

11. Mergers and acquisitions:

When a firm acquires another firm, they can get access to skilled and

experienced employees. New acquisitions happen with the prime objective of recruiting employees. This is known as acquisition hiring.

3 Types of Interview

(i) Structured Interview:

In an interview, all candidates are asked the same set of questions in the same order. They are conducted to measure the job related skills of candidates. Candidates have equal opportunity to provide information and are assessed on an uniform basis.

(ii) Unstructured Interview:

The interviewer does not have any specific set of questions. To seek information he asks open ended questions like can you explain your responsibilities in your previous job, Describe any difficulty situation that you have successfully overcome etc. The interview is more like a conversation and is informal. The candidate freely expresses his ideas without any interruption.

3 Situational Interview:

Candidates are asked how they would

is recognised and retained.

2. Define Staffing.

McFarland, "Staffing is the function by which managers build an organisation through the requirement, selection and development of individuals as capable employees."

3. What is Recruitment?

Recruitment is the process of finding and attracting capable applicants for employment. It involves finding suitable applicants and encouraging them to apply for vacancies.

4. Define Recruitment.

According to Fiippo, "Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organisation."

5. What is Promotion?

Promotion is advancement of an employee to a better designation having higher pay, power, benefits, and responsibilities. It is upward movement of an employee to a higher position.

-tion defining a specific Job."

5. What is Job description?

Job description provides a written record of the duties and requirements of a particular job. Job description provides a clear idea of the scope and responsibilities of every job.

6. What is Job specification?

Job specification is the list of qualities that a candidate should possess in order to perform a job.

7. Define Job specification.

As defined by Edwin B. Flippo "Job specification is a statement of the minimum acceptable human qualities necessary to perform a job properly. It is a standard of personnel and designates the qualities required for acceptable performance."

8. Define Job description.

As defined by Flippo "Job description is an organised, factual statement of duties and responsibilities of a specific job. In brief, it should tell what is to be

the problems of workers to management and the management thinking to workers.

(vi) The Liaison role:
The HR manager acts as the representative and spokesperson of the organization. He interacts with various government authorities and represents the firm.

(vii) The Conscience keeper:
Every firm has legal, ethical, and social obligations. The HR manager plays an important role in advising and ensuring that the firm fulfills its obligations.

(viii) The Legal role:
The HR manager should ensure that government laws and regulations relating to HR are followed. He plays an important role in collective bargaining, redressal of grievances.

(ix) Change Agent:
The HR manager improves the firm's capacity to change. He communicates the need for change and overcomes resistance to change. He implements change to make firm flexible and responsive.

(x) Capability builder:
Capability represents aspects for which

the firm is known and respected. It involves the identity and culture of a firm. The HR manager should take steps to identify and strengthen the capabilities of the firm.

3. Functions of HRM:

1. Managerial functions:

(i) Planning:
Planning is deciding what should be done and who should do it. In the HR function, planning is related to deciding on personnel policies and procedure.

- (ii) Organizing:
- a) Identifying the work to be performed and grouping them into functions or positions.
 - b) Assigning activities to different groups.
 - c) Delegation of authority and responsibility.
 - d) Co-ordinating the activities of individual and groups.

(iii) Staffing:
The success of an organization depends on the skills and performance of its employees. It is recruitment and selection which ensures that the organization has the right type of talent.

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by the company to collect information in a standard format. The candidate has to provide his personal details like gender, marital status, email id, address.

4. Employment Tests:
Tests are an important tool used in the process of selection. Many companies use selection tests to decide the selection of candidates. Test measures and assesses the skills, abilities, interest, attitudes and behaviour of candidates.

5. Interview:
An interview is a professional interview and assessment of a candidate by an employer. Interviews are widely used by firms in the selection process. They assess a candidate's suitability for a particular job. The knowledge, communication skills, interpersonal skills, ability skills, attitude and overall fit of the candidate is assessed by the interviewer.

6. Reference checks:
Reference checks are carried out

for those candidates who have cleared the interview. Reference checks are also known as background checks. They refer to inquiries with the educational institutions in which the candidate studied and with his previous employer.

7. Medical Examination:
If the reference check is satisfactory, the candidate is asked to undergo medical examination. It is important because only a person with good health would be able to perform his duties efficiently. Physical fitness of the candidate is checked and the report is submitted to the company.

8. Selection:
If the candidate clears the medical examination, he is selected. The candidate is given an appointment letter mentioning the terms of employment, salary, incentives, designation etc.

Demerits:

- (i) Job description are vague and are not quantified.
- (ii) Difficult to convince employees about providing a job in a post-war grade.

3. Point method:

It is an extension of the factor comparison method. Jobs are expressed in some -ing key factors. Key factors are some -dering key importance, and po -nced based on their importance. The total points are -nts are assigned. The total points are calculated and on its basis, wage rate of the job is fixed. Jobs with the same total points are placed in similar pay grade.

Demerits:

- (i) It is a systematic method.
- (ii) It is a reliable method because it uses similar criteria.
- (iii) Easy to install and administer.

Demerits:

- (i) It is a time consuming process.
- (ii) It is a complex process.

4. Factor Comparison method:

A set of factors are determine the worth of jobs are identified. Some of factors are: (i) skill, (ii) responsibilities, (iii) effort, (iv) working conditions. Jobs are ranked on the basis of each factor and wage rates are fixed for each key job. Jobs are compared with the list of key jobs and wage rates are fixed.

Demerits:

- (i) It can be applied to a wide range of jobs.
- (ii) The value of the job can be expressed in terms of money.
- (iii) This method can be applied to newly created jobs.

Demerits:

- (i) The pay for factors are based on subject -ve judgements.
- (ii) The standard used for determining pay may not be correct & may affect certain class of employees.
- (iii) It is complex, costly and difficult to operate.

of an employee for doing a particular job."

3. what is case study?

A case study is a research methodology that has commonly used in social sciences. A case study is a descriptive and exploratory analysis of a person, group or event.

4. what is counselling?

It is a process that occurs when a client and counsellor set aside time to explore difficulties which may include the stressful or emotional feelings of the client.

5. what is simulation?

Simulated training is a devised job training that is not on the job but away from the job. It teaches a complicated, critical and hazardous task. Enough practice gives the trainees enough exposure and renders him better prepared for the real life problem.

6. what is training and development?

Training is imparted to improve the skill level and performance of employees. Development is any learning activity concerned more with career growth than immediate performance. and →

7. Define Training and Development.
 Michael J. Jovics, "Training is the continuous systematic development among all levels of employees of that knowledge and those attitudes and attitudes which contribute to their welfare and that of the company."

8. What is Role-playing?
 Role-playing is laboratory method which can be used rather easily as a supplement to conventional training methods. Its purpose is to increase the trainee's skills in dealing with other people.

9. What is on-the-job and off-the-job training?
 on the job training:
 It refers to training provided in the work spot of the employee. Employees learn the job by observing their supervisor performing it and imitate them. It is learning by doing and learning while earning.
 off-the-job training:
 It is a training conducted away from the job location. Trainees can acquire knowledge and skills with minimum workplace distraction.

10. What is Vestibule Training?
 Training is provided in a training school run by the company in a atmosphere similar to the real job environment. It is carried on terms of equipment, tools, noise, lighting etc. Trainees get an idea about what the real job situation will be like.

UNIT - V
 Questions.

1. What is performance appraisal?
 Performance appraisal is the systematic and periodical assessment of employee performance. It is aimed at development of the employee and the organisation.

2. Define performance appraisal.
 According to Wayne Cascio, "Performance appraisal is the systematic description of an employee's job relevant strengths and weakness."

3. What is merit rating?
 It is a technique of measuring the work of an employee with reference to job requirement. Merit rating is used for measuring the performance of an employee and compare it with that of others in the same year.

28. Various financial and non-financial rewards to motivate employees.

(vi) Personnel records:
 The human resource department maintains records relating to recruitment and selection, training, compensation, transfers, promotion, labour turnover and personnel policies of the organisation.

(vii) Separation:
 When employees retire on due date or in some cases the HR manager should ensure that retirement benefits are settled. Increase of retirement benefits are steps for withdrawal of employees.

(viii) Industrial relations:
 The human resource manager takes steps to maintain healthy industrial relations. He has good knowledge of labour laws and involves in collective bargaining, joint consultancy and settlement of disputes.

3. Advisory functions.

(i) Top management:
 The HR manager provides advice to the top management for preparation and implementation of HR policies and programmes. He suggests measures for achieving good human relations and improving morale and motivation.

(ii) Departmental heads.

The HR manager provides advice to departmental heads on human resource planning, job analysis and design, recruitment, selection, training and appraisal.

4. Objectives of HRM:
- (i) To provide accurate and updated information about employees and jobs.
 - (ii) To provide timely information in a cost effective manner.
 - (iii) To provide access and safe storage of employee data.
 - (iv) To enable organisations assess the effectiveness of HR policies and procedures.
 - (v) To improve productivity of HR systems.
 - (vi) To assess programs, policies and practices of HR.
 - (vii) To aid efficient business planning and decision making.
 - (viii) To align HR function with the company's business strategy.
 - (ix) To improve employee and company performance and productivity.
 - (x) To streamline the function of the HR department.

4. What is MBO? (Management by objectives)

16 The superior and his subordinate jointly discuss and set the goals of the subordinate. The superior assess performance of subordinate to identify problems and find solutions at the final stage itself.

5. What is 360 Degree system of appraisals?
Appraisal made by peers, superiors, subordinates, clients and outsiders with whom an employee interacts in his job is 360 degree appraisal. The HR department collects the appraisal inputs, consolidates them and provides feedback to the employee.

6. Expand the term BARS.
Behavioural anchored rating scales measure observable and important job behaviours. Evaluation is based on behaviours required for each individual position.

7. Define merit Rating.

Scott and Spiegel's merit-rating of an employee is the process of evaluating the employee's performance on the job in terms of the requirements of the job.

8. What is checklist method?

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A checklist of statements representing aspects of employee behaviour is prepared. The rater mentions yes or no for each aspect of behaviour.

9. What is paired comparison method?

Each employee is compared with other employees on all criteria of appraisal. The number of pairs of employees that the supervisor has to compare is based on the formula $(N-1)/2$. If there are five employees, the pair of comparison to be made is 10.

10. What do you understand by Assessment Centre?

Assessment centres are used for evaluating executive and supervisory potential. In an assessment centre, managers participate in job related exercises and are evaluated by trained observers. Assessees participate in basket exercises, work groups, computer simulations and role playing.

Valuable knowledge and useful skills. Sometimes women might have resigned due to marriage or child birth.

External Sources:

1. Professional or Trade Associations.
Associations provide placement service to members. Publications of associations carry advertisement of job vacancies. They are useful for attracting highly educated and skilled personnel.

2. Advertisements.

many recruiters prefer advertisements because of their wide reach. They contain information on job content, working location, location of job, compensation, job specific conditions, growth aspects, etc. News paper is the medium of lower parance.

3. Employment Exchanges.

Employment exchanges act as a link between employers and the prospective employees. These offices are particularly useful in recruiting blue-collar and technical workers.

4. Campus Recruitments:

Colleges, universities, research institutions and institutions are useful for recruiters. Colleges and universities have a placement officer to handle recruitment function.

5. Walk-ins, Unsolicited applications and Tallies:

walk-ins are effective in filling entry-level and unskilled vacancies. Unsolicited applications refers to applications received from candidates who apply on their own. They keep applying for job in organisations till they find employment.

6. Contracts:

They are used to recruit casual workers. The firm might recruit as and when required.

7. Consultants:

They are in the profession of recruiting and selecting managerial and executive personnel. They are useful as they have wide contacts. They can also screen and

4. Job evaluation vs performance appraisal.

Job evaluation	performance appraisal
1. To find the relative worth of a job.	To find the relative worth of a person.
2. Aims to determine wage rates for different jobs.	Aims to determine incentives and rewards based on performance.
3. The purpose is to establish fair wage differentials.	To decide on promotion, incentives, demotion, dismissal, training, needs and transfer.
4. Shows how much a job is worth.	Show how an employee is performing in his job.
5. Basis for job evaluation is education & job knowledge, responsibility and working conditions.	Basis for performance appraisal is performance.
6. It is conducted before an employee is hired.	It is conducted after an employee is hired and works on the job.

ASSIGNMENT - 3

1. Process of selection.

1. Receipt of Application:

Candidates submit their applications for vacancies advertised by the firm. If the recruitment process is effective, the firm would receive applications from many of the eligible candidates.

2. Screening of applications:

Applications are screened to eliminate unsuitable candidates. Qualifications, skills, and experience required for the job are matched with the application. A screening interview can be conducted by the HR department. The job description is explained to the candidates. Questions related to age, education, experience, skills, pay, expected and choice of location are asked. The purpose is to reject those who do not meet requirement.

3. Application blank:

Those who have cleared the screening process, are asked to fill the application blank. It is an application form prepared

(iv) Directing:

- a) leads, directs and commands his subordinates
- b) supervises their work and points out areas of improvement.
- c) motivates them to improve productivity.
- d) guides them to achieve organisational objectives.

(v) Co-ordinating:

Co-ordination refers to blending of efforts to ensure achievement of objectives. The HR manager has to efficiently co-ordinate the various activities of HR.

(vi) Controlling:

It involves setting standards, measuring performance & comparison of performance with standards, identifying deviations and taking corrective action.

(vii) Innovation:

The environment in which firms operate keeps changing. There are many complex challenges that a HR manager has to face. He should adopt a creative approach and implement new ideas.

(viii) Decision making:

The HR manager should take decision in a prudent manner. He should get inputs, consider all alternatives and evaluate them

before taking a decision.

2. Operative Functions:

(i) Recruitment:

Manpower requirement of the organisation in terms of number of people and skills are assessed. Then steps are taken for recruitment, selection and placement.

(ii) Development:

Development of human resources is an important function of the management. The human resources department designs on the job and off the job training.

(iii) Compensation:

This involves determining fair wages based on nature of the job, legal provisions, wages of competitors and capacity to pay. Employees can be compensated through monetary and non-monetary incentives.

(iv) Maintenance:

Employees should be provided safe, healthy and convenient working condition. Good working conditions would improve morale, motivation and efficiency of employees.

(v) Motivation:

The human resources manager designs

12. Define Job rotation.

Job rotation is the management technique wherein an employee is shifted from one job role to the other with the purpose of familiarizing him with all the verticals of an organisation.

13. Define Job enlargement.

Job enlargement involves increasing the number of routine tasks performed by an employee. An employee performs many tasks of the same kind. It refers to increasing the scope of the job.

14. What is Job enrichment?

Job enrichment involves increasing the intrinsic worth of a job. The purpose is to make a job interesting and challenging to utilize the potential of an employee.

UNIT - 3

2 marks.

1. What is Staffing?

Staffing involves employing and developing human resources to carry out the activities of the organisation. It ensures that the right man is employed in the right job and that

after the training period. The trainee observes the trainer doing the job, interacting with others and solving problems and learns from it.

(iv) Coaching:

The trainer who is a senior employee or supervisor provides direct instructions to the trainee. He teaches the trainee to clear his doubts and there the trainer has direct interaction and better understanding.

OFF THE JOB TRAINING METHODS:

(i) Lectures:

The trainer provides information to trainees through oral interaction. Lectures can be given by experienced employees or by outside experts. Trainees can also be provided training materials in the form of printed notes or CDs. The advantage is that it enables interaction, trainees can clear their doubts immediately and large number of people can be trained.

(ii) Computer based training:

It is training imparted through computer training material and lectures are

delivered through computer or online plans. The trainee can learn at his own convenience, time and pace.

(iii) Video based instruction:

Videos on various job related skills are prepared and exhibited to trainees. It is an interesting method when compared to lectures. It improves specific job related skills.

2. Techniques of executive development:

a) as the job executive development methods:

(i) Coaching:

A senior executive or manager is designated as a coach of a junior executive. He handles the routine jobs and also handles complex tasks. The coach observes the actions of the trainees and provides advice, guidance and suggestions.

(ii) Job rotation:

An executive is provided exposure to different functions in an enterprise. It widens the job knowledge and helps to understand the interrelationship between different functions.

(v) Empathy:

He should look at things from the employee perspective before taking major decision and wishes of employees should be considered.

(vi) Fairness:

HR manager should display fairness and be impartial in their dealings. They should be objective in deciding promotions, demotions, transfer and in matter of discipline.

(vii) Tactfulness:

The HR manager should be tactful in his dealings. He should counter difficult problems and situations with calmness and poise.

(viii) Creativity:

Creativity is an essential skill for the HR manager. He should be able to come up with creative solutions to complex problems.

(ix) Leadership skills:

It includes the capacity to motivate, guide and direct employees. He should be able to direct employees towards achievement of organisational goals.

(x) Decision skills:

It relates to skills of analysing and judgement to evaluate problems and choosing alternatives.

Role of HR manager:

(i) The Counsellor:

The HR manager acts as a counsellor and provides counselling to employees. Employees discuss problems relating to health, emotions, finance, work, colleagues, families etc. with HR manager.

(ii) The advisor:

The HR manager advises the management on human resource planning, recruitment, selection, training, appraisal, compensation and integration.

(iii) The Problem Solver:

Organisations face variety of problems which are complex in nature. The HR manager takes steps to anticipate and prevent problems in the HR area.

(iv) The welfare role:

Welfare facilities improve the physical, economic, intellectual and moral well-being of workers. The HR manager focuses his attention on providing and improving welfare facilities for employees.

(v) The mediator:

The HR manager acts as the link between management and workers. He coun-

- (ii) To enable better compliance with statutory regulations.
- (iii) To ensure accuracy and avoid errors.

ASSIGNMENT - 2

- Features of HRP:
 - Based on organisational goals: The goals and objectives of the organisation form the basis for human resource planning. It should aid in the efficient achievement of organisational goals.
 - Future oriented: Human resource planning assesses the future requirements of manpower in an organisation. It estimates the size and composition of resources for the future.
 - Clearly defined objectives: To meet the organisational goals, human resource planning has clearly defined objectives. The objectives are recruiting and developing human resources, career planning of employees, ensuring better retention etc...
 - Continuous process: It is a continuous process of planning the human resource requirements in terms of number and skills.

- Estimating requirement of human resource: Human resource requirement of the organisation has to be estimated in advance. This would ensure that the required number of people with suitable skills are available.
- Maintaining manpower inventory: It refers to the inventory of manpower in an organisation. There should be clear data about the number of persons available, their skills and levels who can take up higher positions in the future.
- Planning Demand and Supply: The demand and supply of manpower should be properly planned. If the required manpower is not expected to be available in future, recruitment process should be started in advance.
- Optimum usage of Human resources: Human Resource planning aims to optimally utilise employees in a productive manner.
- Component of HRM system: Human resource planning is a component of the HRM system. It serves as the basis for managing HR efficiently.

19. What is structured interview?
In a structured interview, all candidates are asked the same set of questions in the same order. They are conducted to measure the job related skills of candidates.

20. Who is called an interviewer and interviewee?

Interviewer: A person who interviews someone, especially as a job. In other words the person who takes the interview of somebody.

Interviewee: A person who is interviewed. In other words the person who gives an interview.

UNIT - IV

Remarks

1. What is Training?

Training is beneficial to both employees and the organisation. It provides better job security and career growth opportunity to employees. It is a continuous process. Employees have to be trained on a regular basis to achieve better performance.

2. Define Training.

Edwin B. Filippo, "Training is the act of increasing the knowledge and skills