**VALLUVAR COLLEGE OF SCIENCE AND MANAGEMENT, KARUR**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**CLASS: III BBA SEMESTER: VI**

**SUBJECT: HUMAN RESOURCE MANAGEMENT CODE: 16CCBB13**

**Unit-1**

**1.Define human resource management.**

“Human resource management is the planning, organising, directing and controlling of the procurement, development, compensation, integration, maintenance and reproduction of human resource to the end that individual, organisational and society’ objectives are accomplished.”

#### 2. What is human resource development?

Human Resource Development is the continuous process of improving the capabilities required to achieve organizational and individual goals.

#### 3. ****Explain the need for human resource development?****

1. Changes in Economic Policies

2. Changing Job Requirements

3. Need for Multi-skilled Human Resources

4. Organizational Complexity

5. Human Relations

6. Organizational Viability and Transformation Process

**4. What is the nature of Human Resource Management?**

1. Inherent Part of Management

2. Pervasive Function

3. Basic to all Functional Areas

4. People Centered

5. Continuous Process

**5. Personnel Management**

 “Personnel management is that part of the management process which is primarily concerned with the human constituents of an organisation.”

**6. What are the objectives of HRM?**

To ensure effective utilisation of human resources

To identify and satisfy the needs of individuals

To ensure respect for human beings

To generate maximum development of human resources

**7.Managerial functions**

1. Planning

2. Organization

3. Directing

4. Controlling

**8. Operative Functions**

1. Procurement of Personnel

2. Development of Personnel

3. Compensation to Personnel

4. Maintaining Good Industrial Relation

5.Personnel Planning and Evaluation

**9. Importance of HRM.**

1. It helps management in the preparation adoption and continuing evolution of personnel programmes and policies.

2. It supplies skilled workers through scientific selection process.

 3. It ensures maximum benefit out of the expenditure on training and development and appreciates the human assets

**UNIT-2**

**1. What do you mean by HRP?**

Human Resource Planning (HRP) is the process of forecasting the future human resource requirements of the organization and determining as to how the existing human resource capacity of the organization can be utilized to fulfill these requirements.

**2. HR Planning process**

Current HR Supply

Future HR Demand

Demand Forecast

HR Sourcing Strategy and Implementation

**3. Need and Importance of Human Resource Planning:**

Human Resource Planning identifies gaps in existing manpower in terms of their quantity and talent

Human Resource Planning facilitates the expansion and diversification of an organisation.

Human Resource Planning is helpful in effective utilisation of technological progress.

**4. Job analysis**

Job analysis in human resource management (HRM) refers to the process of identifying and determining the duties, responsibilities, and specifications of a given job.

**5. Job Descriptions**

It is a list of job duties, responsibilities,reporting, relationships, working conditions and supervisory responsibilities

**6. Job Specifications**

Job specification is a statement of employee characteristics and qualifications required for satisfactory performance of defined duties and tasks comprising a specific job or function. Job specification is derived from job analysis.

## 7. What is recruitment?

Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it.

## 8. Effective recruiting

Look internally before externally

Reach out to “passive” candidates

Hire the sure thing*:*

# 9. Selection

The **Selection** is the process of choosing the most suitable candidate for the vacant position in the organization.

**10. Personality test**

 In this test the emotional ability or the emotional quotient is tested. This test judges the ability to work in a group, inter personal skills, ability to understand and handle conflicts and judge motivation levels.

**UNIT -3**

# 1.Training and Development

Employee training and development implies a program in which specific knowledge, skills and abilities are imparted to the employees, with the aim of raising their performance level, in their existing roles, as well as providing them learning opportunities, to further their growth

## 2. Importance of Training and Development

**1. Better utilization of an organization’s resources**, i.e. men, machine, material and money.

2. **Less wastage, with respect to resources and time**

**3. Improves the performance**

**4. Reduction in employee turnover**

## **3.** Inputs in Training and Development

**Skills**

**Education**

**Development:**

**Ethics**

**Change in attitude**

## **4.** Career Planning

Career planning is the self-evaluation & planning done by a person to have a strong career path. Career planning process in the continuous reiterative process of understanding oneself, setting career goals, revising skills and searching for the right career options.

**5.Objectives of career planning**

i. Attract and retain talent by offering careers, not jobs.

ii. Use human resources effectively and achieve greater productivity.

iii. Reduce employee turnover.

iv. Improve employee morale and motivation.

**6. Career planning process**

### i. **Identifying individual needs and aspirations**

### ii. **Analyzing career opportunities**

### ii. **Aligning needs and opportunities**

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

7. **Job Promotion**

Promotion is vertical movement of an employee within the organisation. In other words, promotion refers to the upward movement of an employee from one job to another higher one, with increase in salary, status and responsibilities.

**8. Basis for promotion**

1. Seniority i.e., length of service

2. Merit, i .e, performance

3.Educational and technical qualification

4. Potential for better performance

9. **Job Transfer**

A transfer refers to lateral movement of employees within the same grade, from one job to another. According to Flippo “a transfer is a change in the job (accompanied by a change in the place of the job) of an employee without a change in responsibilities or remuneration”.

**10.Types of transfer**

1. Production Transfer:

2. Remedial Transfer:

3. Replacement Transfer:

4. Versatility Transfer:

5. Penalty Transfer:

**UNIT-4**

## 1. Wage

Wage refers to the amount of money that an employee or a worker is getting in lieu of the work that he/she is doing. Talking more specially in HR terms wage refers to a defined amount of money given to an individual for work or services which is given on a daily or weekly basis.

2. **Advantages of Being an Employee on Wage:**

1. It gives the employees an opportunity to earn more and henceforth raises the standard of living.

2. Such incentives help in improving IR & discipline within the organization.

3. Also,, such incentives act as a reward for good performance of an employee and hence encourages the workers to work well.

**3. Disadvantages of Being an Employee on Wage:**

1. Employees who are paid a wage earn less for more work compared to their salaried counterparts.

2. They do not get (or) get less benefits in terms of the perks.

3. They don’t have any job security and can lose their job at any point of time.

#### 4. Time Rate System:

Under this method of wage payment, the workers are paid the wages on the basis of time. In this system of wage payment, the workers are paid the wages on the basis of time as, per hour, per day, per week, per fortnight or per month etc. This system does not consider the production of the employees during this time.

5. **Merits of Time Rate System:**

1. Simplicity

2. Certainty of the Amount of the Remuneration

3. High Quality of Production

4. Proper Utilisation of the Factors of Production

5. Co-Operation between Labour and Capital

**6. Demerits of Time Rate System:**

1. Need of Intensive Supervision

2. Lack of Incentive

3. Encouragement of Labour Unions

4. Misuse of Time by Workers

#### 7. Piece Rate System:

Under this system of wage payment, the workers are paid the wages on the basis of quantity and quality of work performed by them. Under this system, the rates of wages are determined according to quantity and quality of work and the workers are paid according to these rates.

8. **Merits of Piece Rate System:**

1. Incentive to More Work

2. Proper Utilisation of Machines

3. Increase in the Quantity of Production

4. Best Utilisation of Time

5. Decrease in the Cost of Production

**9. Demerits of Piece Rate System:**

1. Lack of Unity among Workers

2. Loss of Workers on the Failure of Machines etc

3. Misuse of the Factors of Production

4. Low Quality of Production

#### 10. Incentive Wage System:

These systems provide incentives to the workers to produce more and more maintaining the quality as well. The workers are paid bonus or premium for the additional work. It is important to note that almost all the systems incentive wages provide for minimum guaranteed wages to the workers.

**11. Fringe benefits**

Fringe benefits are supplementary compensation made in addition to wages, the object being to stimulate the interest of the workers and to make the job more attractive and conducive.

**UNIT-5**

**1. Performance Evaluation**

It is a constructive process to acknowledge the performance of a non-probationary career employee. An employee's evaluation shall be sufficiently specific to inform and guide the employee in the performance of her/his duties. Performance evaluation is not in and of itself a disciplinary procedure.

### 2. Objectives of Performance Appraisal

1. To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.
2. To identify the strengths and weaknesses of employees to place right men on right job.
3. To maintain and assess the potential present in a person for further growth and development.

### 3. Advantages of Performance Appraisal

Promotion

Compensation

Employees Development

Selection Validation

Communication

Motivation

### 4. Ranking Method

The ranking system requires the rater to rank his subordinates on overall performance. This consists in simply putting a man in a rank order. Under this method, the ranking of an employee in a work group is done against that of another employee.

### 5. Limitations of Ranking Method

1. The “whole man” is compared with another “whole man” in this method. In practice, it is very difficult to compare individuals possessing various individual traits.
2. This method speaks only of the position where an employee stands in his group. It does not test anything about how much better or how much worse an employee is when compared to another employee.

**6. Halo Effect**

The individual’s performance is completely appraised on the basis of a perceived positive quality, feature or trait. In other words this is the tendency to rate a man uniformly high or low in other traits if he is extra-ordinarily high or low in one particular trait. If a worker has few absences, his supervisor might give him a high rating in all other areas of work.

# 7. What is a Grievance?

In the context of employee-employer relations, the term “grievance” usually relates to an employee’s allegation of a violation of workplace policy or contract terms.

**8. What is a Grievance Procedure?**

When a grievance is brought to the attention of an employer, usually the employer has a formal means of addressing the employee’s concern and trying to reach a resolution. This formal means is usually referred to as the grievance procedure.

#### 9. Causes of Grievances:

1. Economic

2. Work environment

3. Supervision

4. Organizational change

5. Employee relations

#### 10. Effects of Grievance

Low quality of production

Low productivity

Increase in the rate of absenteeism and turnover

Reduction in the level of employee morale.