

## **Sample Paper of Human Resource Management**

**Ques 1. "Training programme are helpful to avoid personnel obsolescence". Discuss.**

Ans 1. After employees have been selected for various positions in the org, training them for the specific tasks to which they have been assigned assumes great importance. It is important in many organizations that before an employee is fitted into the harmonious working relationships with other employees, he is given adequate training. Training is an organized activity for increasing the knowledge and skills of the people for definite purposes.

**" Training is the act of enhancing the knowledge & skills of the employee for performing a particular job."**

**"Training is need specific."**

The major outcome of training is learning. A trainee learns new habits, refined skills & useful knowledge during the training that helps him in improving the performance.

**Features of Training:**

**Training is needed to serve the following purposes:**

- 1- Newly recruited employees require training so as to perform their tasks effectively. Instructions, guidance help them to handle jobs completely, without any wastage.
- 2- Training is necessary to prepare existing employees for higher level jobs.
- 3- As technologies are changing rapidly, so training works as refresher for existing employees.
- 4- Training is necessary when a person moves from one job to another.
- 5- Training is necessary to make employees mobile & versatile & they can be placed on various jobs depending on organizational needs.
- 6- Training is needed to bridge the gap b/w what the employee has & what the job demands.
- 7- Training is needed to make employees more productive & useful in long run.

## **Importance of Training:**

### **Benefits to Business:**

- 1- Trained workers can work more effectively.
- 2- They use machines, tools, materials in a proper way. Wastage is thus eliminated to a large extent.
- 3- There will be fewer accidents. Training improves the knowledge of the employees regarding the use of machines & equipments. Hence, trained workers need not close supervision as they know how to handle the operation.
- 4- Trained workers can show superior performance. They can turn out better quality goods by putting the materials, tools & equipments to good use.
- 5- Training makes employee more loyal to organization.

### **Benefits to the employees:**

- 1- Training makes an employee more useful to a firm. Hence, he will find employment more easily.
- 2- Training makes employees more efficient & effective. By combining materials, tools & equipments in a right way, they can produce more with minimum efforts.
- 3- Training enables employees to secure promotions easily.
- 4- Employees can avoid mistakes, accidents on the job. They can handle job with confidence.
- 5- Thus training can contribute to higher production, fewer mistakes, greater job satisfaction & lower turnover. Also, it can enable employees to cope with organizational, social & technological change.

### **Ques 2. What is Selection? Briefly explain the steps involved in the process of employee selection.**

Ans. 2. Selection has been regarded as the most important function of HR department. It ensures the organization that; it has right number, right kind of people at the right place and at the right time.

## **Meaning and Definitions:**

“It is the process of differentiating between applicants in order to identify (and hire) those with the greater likelihood of success.”

## **SELECTION PROCESS**

1. Application Blanks
2. Preliminary Interview
3. Selection Tests
4. Employment Interview
5. Reference and Background Checks
6. Selection Decision:
7. Physical Examinations
8. Job Offer
9. Contract Of Employment
10. Evaluation of Selection program

### **1. Application Blanks:**

A typical application blank asks candidates for background information. Such as name, address, education, work experience, previous salary, references and so forth.

### **2. Preliminary Interview:**

The purpose of this interview is to scrutinize the applicants, i.e. elimination of unqualified applications.

### **3. Selection Tests:**

Different types of selection tests may be administered, depending on the job and the company. Generally tests are used to determine the applicant's ability, aptitude, and personality.

### **4. Employment Interview:**

The next step in the selection process is employment interview, an interview is conducted at the beginning, and at the selection process of the employment interview can be one- to-one interview or panel interview.

#### **5. Reference and Background Checks:**

Many employers request names, address, telephone numbers or references for the purpose to verify information and gaining additional background information of an applicant.

#### **6. Selection Decision:**

Selection decision is the most critical of all steps in selection process. The final decision has to be made from the pool of individuals who pass the tests, interviews and references checks.

#### **7. Physical Examinations:**

After selection decision and before the job offer is made, the candidate is required to undergo a physical fitness test. A job offer is often; contingent upon the candidate being declared fit after the physical examinations.

#### **8. Job Offer:**

The next step in selection process is job offer. Job offer is made through a letter of appointment. Such a letter generally contains a date by which the appointee must report on duty

#### **9. Contract of Employment or Offer letter:**

Basic information is written in Contract of employment that varies according to the levels of job. After the offer and acceptance of the job certain document is the attestation form.

#### **10 Evaluation of Selection program:**

The broad test of effectiveness of the selection process is a systematic evaluation. A periodic audit is conducted in the HR department that outlines and highlights the areas which need to be evaluated in the selection process.

**Ques 3. What do you understand by Job Analysis? Discuss the methods used for collecting job analysis data.**

Ans 3. Jobs are dynamic and subject to change. Before assigning work to people, managers must examine jobs and describe the task needs clearly. Managers must also design jobs, keeping organizational needs and employee expectations in mind. So, Job analysis is a formal and detailed examination of job.

- “Job analysis is the systematic investigation of the tasks, duties and responsibilities necessary to do a job.”

Job analysis is an important personnel activity because it identifies what people do in their jobs and what they require in order to do the job satisfactorily.

### **Uses of Job Analysis:**

- **HRP:** Job analysis helps in forecasting human resource requirements in terms of knowledge and skills.
- **Recruitment:** Job analysis is used to find out how and when to hire people for future job openings. An understanding of the skills needed and the positions that are vacant in future helps manager to plan hire people in a systematic way.
- **Selection:** Without a proper understanding of what is to be done on a job, it is not possible to select the right person.
- **Placement and Orientation:** After selecting people, we have to place them on jobs best suited their interests, activities and aptitude. If we are not sure about what needs to be done on a job, it is not possible to identify the right person suited for the job.
- **Training:** If there is any confusion about what the job is supposed to be done, proper training efforts cannot be initiated.
- **Employee Safety:** A thorough job analysis reveals unsafe conditions associated with a job.
- **Performance appraisal:** By comparing what an employee is supposed to be doing (based on job analysis) to what the individual has actually done, the worth of that person can be assessed.
- **Job evaluation:** Job analysis helps in finding the relative worth of job, based on criteria such as degree of difficulty, type of work done, skills and knowledge needed.

## **Methods of Collecting Job analysis Data:**

A variety of methods, are used to collect information about jobs. None of them, however, is perfect. In actual practice, a combination of several methods is used for obtaining job analysis data.

**1- Job Performance:** In this method the job analyst actually performs the job. The analyst thus receives firsthand experience of contextual factors on the job including physical hazards, emotional pressures and mental requirements.

**2- Personal Observation:** The analyst observes the worker doing the job. The tasks performed, the pace at which activities are done, the working conditions etc, are observed during a complete work cycle.

**3- Interview:** The interview method consists of asking questions to both incumbents and supervisors in either an individual or a group setting. The reason behind the use of this method is that job holders are most familiar with the job and can supplement the information obtained through observation.

The interviewer must be trained in proper interviewing techniques.

**4- Panel of Experts:** This method utilises senior job incumbents and superiors with extensive knowledge of the job. To get the job analysis information, the analyst conducts an interview with the group. The interaction of the members during the interview can add insight and detail that the analyst might not get from individual interviews.

**5- Questionnaire Method:** The questionnaire is a widely used method of analyzing jobs and work. Here the jobs holders are given a properly designed questionnaire aimed at bring out relevant job related information. After completion questionnaire is handed over to supervisors. Afterwards, data is given to job analyst.

**Ques 4. What is discipline? What are the causes of indiscipline in Indian industries?**

Ans 4. Discipline refers to orderly behavior. It is the force that prompts individuals and groups to observe rules, regulations, standards and procedures necessary for the confusion-free working of the organization.

### **Types of Disciplines**

Discipline is used to refer to the act of imposing penalties for wrong behavior.

- 1- Negative Discipline:** Negative discipline involves the use of external force or the threat of its use to control employees from engaging in behaviors which are opposing to rules and standards. Depending on the nature of indiscipline, action is taken against employees like fine, transfer, demotion, etc.
- 2- Positive Discipline:** Positive discipline involves actions taken to encourage employees to willingly adhere to rules and regulations, monitor their own behaviors, and assume responsibility for their actions. It is also called self-imposed discipline. It can take place where two-way communication, clear goals, effective leadership, good compensation are in the organization. Positive discipline, thus, is a condition of method where employees willingly practice self-control and respect organizational rules.

### **Causes of Indiscipline:**

- 1- Absence of effective leadership:** Absence of effective leadership results in poor management in the areas of direction, guidance, instructions etc.
- 2- Unfair management Practices:** Management sometimes indulges in unfair practices like wage discrimination, non-compliance with promotional policies and transfer policies, discrimination in allotment of work, defective handling of grievances, payment of low wages etc.
- 3- Communication Barriers:** Communication barrier along with absence of upward communication, absence of understanding approach on the part of superior result in frustration and leads to indiscipline.
- 4- Non Uniform Disciplinary Action:** Management has to treat all cases of indiscipline in a fair and equitable way. But management may undertake disciplinary actions in a discriminating way, leading to violent protests from various stations.
- 5- Divide and Rule Policy:** Managers may often divide the employees into groups, get the information from different groups about others and encourage the spying activity.
- 6- Employees' attitudes and values:** Individual's own attitude and values which are he or she gets from their family or parents also plays a very important part.

Ques 5. Short notes on  
The Payment of Bonus Act, 1965,  
The Payment of Wages Act, 1936,  
Gratuity Act, 1972,  
Trade Union Act, 1926

Ans 5.

THE PAYMENT OF BONUS ACT, 1965

The Payment of Bonus Act, 1965 provides for the payment of bonus to persons employed in certain establishments, employing 20 or more persons, on the basis of profits or on the basis of production or productivity and matters connected there with. The minimum bonus of 8.33% is payable by every industry and establishment under section 10 of the Act. The maximum bonus including productivity linked bonus that can be paid in any accounting year shall not exceed 20% of the salary/wage of an employee under the section 31 A of the Act.

#### The Payment of Wages Act, 1936

The Payment of Wages Act regulates the payment of wages to certain classes of persons employed in industry. The Act guarantees payment of wages on time and without any deductions except those authorized under the Act. The Act provides for the responsibility for payment of wages, fixation of wage period, time and mode of payment of wages, permissible deduction as also casts upon the employer a duty to seek the approval of the Government for the acts and permission for which fines may be imposed by him and also sealing of the fines, and also for a machinery to hear and decide complaints regarding the deduction from wages or in delay in payment of wages, penalty for malicious and vexatious claims. The Act does not apply to persons whose wage is Rs. 10,000 or more per month.

#### Gratuity Act, 1972

The main purpose and concept of gratuity is to help the workman after the retirement, whether the retirement is a result of the rules of superannuation or physical disability or impairment of the vital part of the body. Gratuity is the amount which is not connected with any consideration and has to be considered as something given freely for the service the employee has rendered to the organization for more than 5 years.

#### Calculation of gratuity

$$\text{Gratuity} = \frac{\text{Monthly salary}}{26} \times 15 \times \text{Number of years of service}$$

#### Trade Union Act, 1926

Trade Union means any combination, whether temporary or permanent, formed primarily for the purpose of regulating the relations between workmen and employers or between workmen and workmen or between employers and employers for imposing restrictive conditions on the conduct of any trade or business and includes any federation of two or more Trade Unions. The law relating to the registration and

protection of the Trade Unions is contained in the Trade Unions Act, 1926 which came into force with effect from 1st June 1927. The Act extends to the whole of India except the State of Jammu and Kashmir.

**Ques 6. Explain HRM with its significance in today's challenging environment.**

Ans 6. Among various factors of production, which are used in an org, human resource is the most important. This is because the efficient use of physical resources (i.e. land, machinery, materials) ultimately depends on how the human factor is put to good use on various operations.

The most efficient machinery in the world will not produce at an optimum level unless the people who operate the machinery know how to make it perform at its best and most importantly, are motivated to make their equipment produce efficiently.

“HRM is the art of procuring, developing and maintaining competent workforce to achieve the goals of an organization in an effective and efficient manner”.

HRM is the comprehensive set of managerial activities and tasks concerned with procuring, developing, compensating, integrating and maintaining a workforce in ways that contribute to organizational effectiveness.

**Objectives of HRM**

- To help the organization reach its goals.
- To employ the skills and abilities of the workforce efficiently.
- To provide the organization with well-trained and well-motivated employees.
- To increase to the fullest the employee's job satisfaction and self-actualization.
- To develop and maintain a quality of work life.
- To communicate HR policies to all employees.

**Importance of HRM**

- Attract and retain talent
- Train people for challenging roles
- Develop skills and competencies
- Promote team spirit
- Develop loyalty and commitment
- Increase productivity and profits

- Improve job satisfaction
- enhance standard of living

**Ques 7. Elucidate the meaning and process of HR planning.**

Ans 7. Human Resource is an important corporate asset & the overall performance of companies depends upon the way it is put to use.

Hence HRP is:

“HRP is the process of getting the right number of qualified people into the right job at the right time so that an organization can meet its objectives”.

HR planning is concerned with determining the manpower needs of an organization and involves the processes by which an organization ensures that it has the right size and the right categories of personnel at the right time performing jobs at that meet the needs of the entire organization.

HRP is a process of analyzing an org’s human resource needs under changing conditions and developing the activities necessary to satisfy these needs.

**The process of HRP**

- 1- Forecasting the Demand for Human Resources:
- 2- Preparing Manpower Inventory (Supply Forecasting)
- 3- Determining manpower gaps
- 4- Formulating HR plans

**Ques 8. Briefly explain the Forecasting Techniques of human resource planning and also explain the Barriers to HRP.**

Ans 8. HR planning is concerned with determining the manpower needs of an organization and involves the processes by which an organization ensures that it has the right size and the right categories of personnel at the right time performing jobs at that meet the needs of the entire organization.

**Following are Forecasting Techniques of Human Resource Planning:-**

- ▶ Managerial Judgment - Managers discuss and arrive at a figure of inflows & outflows which would provide to future labour demand.
- ▶ Ratio-Trend Analysis - Studying past ratios, i.e No. of workers vs volume of sales, forecasting future ratios and adjusting for future changes in the organization.

- ▶ Work-Study Technique - Used when length of operations and amount of labour required can be calculated.
- ▶ Delphi Technique - From a group of experts the personnel needs are estimated. In this no face to face interaction is allowed but obtained opinions through questionnaires or form. Everyone allowed to read the opinion and can revise his own ideas.

## Barriers to HRP

Various barriers can inhibit successful planning. In order for plans to be effective and to yield the desired results, managers must identify any potential barriers and work to overcome them. The common barriers that inhibit successful planning are as follows:

- ▶ **Inability to plan or inadequate planning.** Managers are not born with the ability to plan. Some managers are not successful planners because they lack the background, education, and/or ability. Others may have never been taught how to plan. When these two types of managers take the time to plan, they may not know how to conduct planning as a process.
- ▶ **Lack of commitment to the planning process.** The development of a plan is hard work; it is much easier for a manager to claim that he or she doesn't have the time to work through the required planning process than to actually devote the time to developing a plan. (The latter, of course, would save them more time in the long run!) Another possible reason for lack of commitment can be fear of failure. As a result, managers may choose to do little or nothing to help in the planning process.
- ▶ **Inferior information.** Facts that are out-of-date, of poor quality, or of insufficient quantity can be major barriers to planning. No matter how well managers plan, if they are basing their planning on inferior information, their plans will probably fail.
- ▶ **Focusing on the present at the expense of the future.** Failure to consider the long-term effects of a plan because of emphasis on short-term problems may lead to trouble in preparing for the future. Managers should try to keep the big picture - their long-term goals - in mind when developing their plans.
- ▶ **Too much reliance on the organization's planning department.** Many companies have a planning department or a planning and development team. These departments conduct studies, do research, build models, and project probable results, but they do not implement plans. Planning department results

are aids in planning and should be used only as such. Formulating the plan is still the manager's responsibility.

- ▶ **Concentrating on controllable variables.** Managers can find themselves concentrating on the things and events that they can control, such as new product development, but then fail to consider outside factors, such as a poor economy. One reason may be that managers demonstrate a decided preference for the known and an aversion to the unknown.

### **Ques 9. What is Industrial Relation? What are approaches to industrial Relations?**

Ans 9. Industrial Relation involve the study of how people get on together at their work, what difficulties arise b/w them, how relations among them are regulated, and what mechanism are set up to protect different interests.

Following the approaches to industrial relations:-

1. **V.V. GIRI APPROACH:** It emphasizes the encouragement of mutual settlement of disputes, collective bargaining and voluntary arbitration. This approach lays stress on internal settlement of disputes to compulsion from outside and voluntary arbitration and collective bargaining rather than compulsory arbitration.
2. **GANDHIAN APPROACH:** It is based upon the fundamental principles of truth, non-violence and non-possession. If employers follow the principle of trusteeship, there is no scope for conflict. Workers should seek redressal through collective action. Workers can resort to 'Satyagraha' to have their grievances redressed. Gandhiji accepted that workers can go on strike, but this should be exercised in a peaceful and non-violent manner, and this should be the last resort.
3. **PSYCHOLOGICAL APPROACH:** Psychologists are of the view that problems of industrial relations are deeply rooted in the perception of attitude of focal participants. Management and labours perceive each other differently and consider the other as less dependable and more deficient in thinking about the emotional characteristic and inter-personal relations. Conflict emerges as a result of negative perception of behaviour of the actors (Mgmt and workers). Interpersonal and intergroup relations breed disharmony in the system.
4. **SOCIOLOGICAL APPROACH:** Differences in personal factors like education, attitude, culture, behaviour, emotions etc. create conflicts and competition among members of industrial society. Industrial relations are shaped by society as there are many factors inside and outside industry that affect Industrial Relations. Moreover, the process of change makes IR more complex, which would further complicate with time.

5. HUMAN RELATIONS APPROACH: When resources are not managed properly, problem of Industrial Relations surfaces, which can only be managed by understanding and managing the dynamics of human behaviour at individual, group and organizational level. A common denominator in all conflicts is the dissatisfied needs of individual. The approach also stresses that human needs keep on changing right from basic needs to self-actualization, and attention needs to be drawn to them. At the same time, suitable motivational strategies should be used for optimum employee satisfaction.

**Ques 10. What is Performance Appraisal System? Explain the Performance Appraisal Process.**

**Ans 10.** Performance appraisal is a method of evaluating the behavior of employees in the workspot, normally including both qualitative & quantitative aspects of job performance.

It is a process that involves determining & communicating to an employee how he or she is performing the job & ideally, establishing a plan of improvement.

**Objectives:**

Performance Appraisal could be taken either for evaluating the performance of the employees or for developing them.

**A- For Compensation Decision:** It can serve as a basis for pay raise. Managers need PA to identify employees who are performing at or above expected levels. PA helps in raises the salary on merit basis rather seniority.

**B- Promotion Decisions:** It can best serve as a basis of job change or promotion. When merit is the basis for reward, the person doing the best job receives promotion.

**C- Training & Development Plans:** It can serve as a guide for formulating the suitable T & D programme.

**D- Feedback:** PA can help the employees to know how well he is doing on the job.

**The Performance Appraisal Process:**

Six steps are involved in the PA process:

**1- Establish Performance Standards:** Appraisal system require performance standards, which serve as benchmark against which performance is measured. To be useful standards should relate to the desired results of each job. Performance standards must be developed after a thorough analysis of the job.

**2- Communicate the Standards:** The employees should be informed and the standards should be clearly explained to them. This will help them to understand their roles and to know what exactly is expected from them. The standards should also be communicated to the appraisers or the evaluators and if required, the standards can also be modified at this stage itself according to the relevant feedback from the employees or the evaluators.

**3- Measure Actual Performance:** The most difficult part of the Performance appraisal process is measuring the actual performance of the employees that is the work done by the employees during the specified period of time. It is a continuous process which involves monitoring the performance throughout the year. This stage requires the careful selection of the appropriate techniques of measurement, taking care that personal bias does not affect the outcome of the process and providing assistance rather than interfering in an employees work.

**4- COMPARING THE ACTUAL WITH THE DESIRED PERFORMANCE:** The actual performance is compared with the desired or the standard performance. The comparison tells the deviations in the performance of the employees from the standards set. The result can show the actual performance being more than the desired performance or, the actual performance being less than the desired performance depicting a negative deviation in the organizational performance.

**5- DISCUSSING RESULTS:** The **result of the appraisal** is communicated and discussed with the employees on one-to-one basis. The focus of this discussion is on communication and listening. The results, the problems and the possible solutions are discussed with the aim of problem solving and reaching consensus. The feedback should be given with a positive attitude as this can have an effect on the employees' future performance.

**6- DECISION MAKING:** The last step of the process is to take decisions which can be taken either to improve the performance of the employees, take the required corrective actions, or the related HR decisions like rewards, promotions, demotions, transfers etc.