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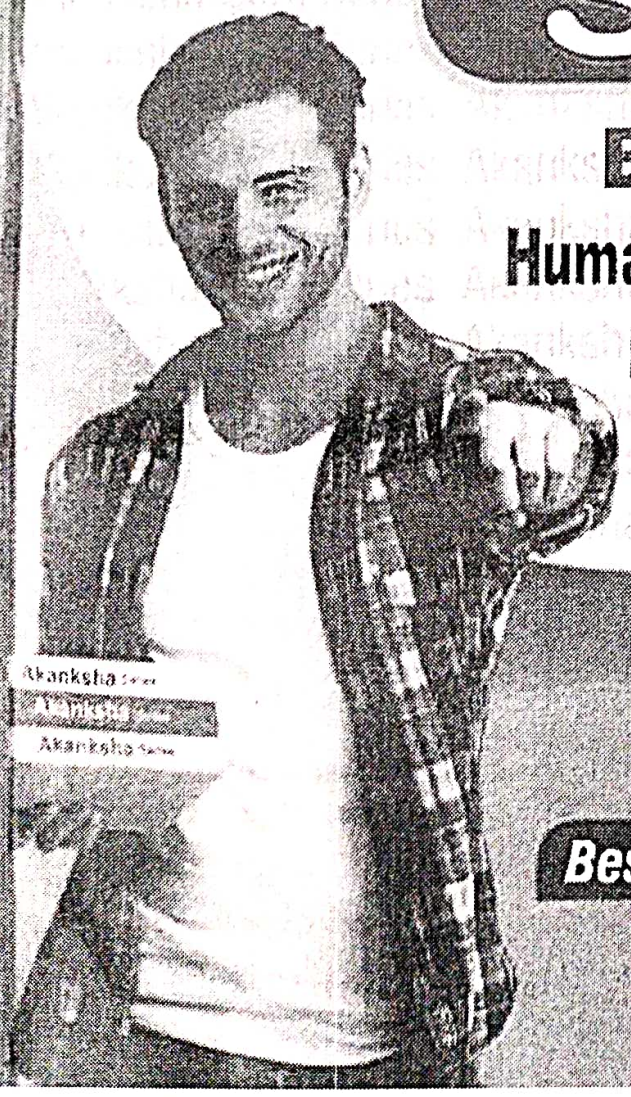
ALLAHABAD UNIVERSITY EXAMS

Akanksha Series

B.Com Part - III

Human Resourses Management

Paper 17th (Group-K)



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Based on New Pattern

Qi. Describe the relatioship between Recruitment and ***selection.***

Ans. Recruitment and selection are the most important functions of personnel administration, because unless the right type of people are hired, even the best plans, organisational charts and control systems would not do much good.

Sometimes Recruitment and Selection are used synonymously but they are different. Recruitment is the process preceeding the selection, in Human Resource planning. Recruitment is the discovery of potential applicants for actual or anticipated organisational vacancies. Selection is the procedure to determine whether an applicant meets the qualifications for a specific job and to choose the applicant who is most likely to perform well in that job. In this way, Recruitment is a positive process as it stimulates people to apply for jobs, whereas selection is a 'negative' process because it rejects a good number of those who apply, leaving only the best to be hired.

The points of difference between Recruitment and Selection are discussed below.

Points of Difference	**Recruitment**	**Selection**
(1) Meaning	Recruitment is an activity of estabilishing contact between employer and applicant.	Selection of an employees is the process of picking up more competent and suitable candidate for a job.
(2) Process	Process for establishing contants with the enterprise is simple.	Process for selecting the most suitable candidate is complete.
(3) Approach	It has got a positive approach.	It has a negative approach.
(4) Sequence	It preceeds the selection of employees.	It follows recruitment.

(5) Economy	It is economical.	It is expensive.
(6) Time involved.	It is less time consuming.	It is more time consuming.
(7) Objectives	Encourages large number of candidates to apply for the job.	Selection aims at rejecting unsuitable candidates. Candidates are treated with a negative approach.

Qii. What is the need of training of newly recruited employees? Explain.

Ans. According to **Edwin B. Fillippo,** "training is the act of increasing knowledge & skill of an employee for doing a particular job."

According to **Michael Armstrong,** "training is the systematic development of the knowledge, skills and attitude required by an individual to adequately perform a given task or job."

Wayne. F. Cascio opined that, "Training consists of planned programme designed to improve performance of the individual, groups, and/or organizational level. Improved performance, in turn, implies that there have been measurable changes in the knowledge, skills, attitudes, and/or social behaviour.

Need/Importance of Training

Benefits to the Management

(1) It enables the management to resolve sources of friction arising from parochialism, to bring home to the employees the fact that the management is caring and cooperative.

(2) The management achieves higher standards of quality, builds up a satisfactory organizational structure and can delegate authority.

(3) It helps to manage change by providing people with the knowledge and skills they need to adjust to the new situations.

(4) Helps to develop a positive culture in the organization, which is orientated towards performance development.

Benefits to the Employees

(1) It enables employees to develop and rise within the organization, and increase their "market value" earning power and job security.

(2) It moulds the employees' attitudes and helps them to achieve a better co-operation with the company.

(3) It increases the commitment of employees by encouraging them to identify the mission and objectives of the organization.

(4) The individuals who are equipped with the requisite training accomplish their goal in life.

(5) Where training incorporates safety training as an integral part of the programme, the outcome could be favourable in terms of health and safety of workers at work.

Qiii. Give a suitable definition of Human Resource Management (HRM). Also discuss the objectives.

Ans. Human beings are goal oriented. Therefore, all work performed by them in an organisation contributes to the objectives of that organisation. In the light of this, following are some of the major objectives of HRM :

(a) To create an environment in which people are willing to work with passion, initiative and zest.

(b) To achieve and maintain cordial relations within the organisation.

(c) To ensure respect for human personality and the well being of each individual.

(d) To ensure satisfaction of various needs of individuals by providing adequate wages, fringe benefits, incentives, social security, etc.

(e) To develop and maintain quality of life and work culture in line with the organization's goal.

(f) To maintain ethical personnel policies in the organisation and communicate them to all the employees.

(g) To employ the skills and knowledge of employees in a productive manner.

(h) To enable each person to learn, grow and achieve to the maximum.

(i) To avoid industrial unrest and maintain complete harmony among the employees.

(j) To make potential appraisal and emphasize greatly on HRD.

(k) To retain and resurrogate the existing employees.

(l) To integrate and align employees at various levels in line with the organizational goal.

Qiv. Write a note on Exit Policy.

Ans. Exit Policy—It covers two types of termination processes—

(i) Voluntary terminations or Resignations and

(ii) Other terminations which are end of contract/retirement/ Superannuation/dismissal/redundancy.

In the second case above, specific guidelines should be sought from personnel in terms of process, action required and notification process.

Exit policy and VRS

The exit policy broadly covers Voluntary Retirement Schemes (VRS) to get rid of surplus staff. Voluntary Retirement Scheme means separation of employees based on mutual agreement between an organisation and its employees. In India, VRS has been used as a downsizing strategy to cut the wage bill.

Voluntary Retirement Scheme (VRS) which is also known as Golden Handshake, means separation of employees based on mutual agreement between an organization and its employees.

Need for proposing VRS–

A business firm may opt for a VRS under following circumstances—

1. Due to recession in the business.
2. Due to intense competition, when the establishment becomes unviable unless downsizing is resorted to.
3. Due to takeover and mergers.
4. Due to joint ventures and foreign collaborations.
5. Due to obsolescence of product or technology.
6. Due to lower productivity per employee.
7. Due to change in product mix and need to employ more specialized workforce.
8. To control the staggering wage bills, thereby, minimizing the overall cost.
9. To rehabilitate sick public sector units by trimming the surplus manpower.

Qv. Discuss the concept of the job analysis.

Ans. Job analysis which is called job review or job classification is the systematic exploration of the tasks, duties, responsibilities and accountability of a job. It is a procedure by which pertinent information is obtained about a job.

In other words, it is a detailed and systematic study of information relating to the operations and responsibility of a specific job. The analysis involves compiling a detailed description of tasks, determining the relationship of job to technology and to other jobs and examining the knowledge, qualification and other standards, accountability and other incumbent requirements.

Job analysis has been defined as "the process of determining by observation and study the tasks which comprise the job, the methods and equipment used, and the skills and attitudes required for successful performance of the job."

Need of Job Analysis

The specific purposes and uses of job analysis are as follows–

(i) Human Resource Planning.
(ii) Job Evaluation.
(iii) Recruitment & Selection.
(iv) Placement and Orientation.
(v) Training & Development.
(vi) Performance Appraisal.
(vii) Promotion & Transfer.
(viii) Compensation Management.
(ix) Industrial Relations
(x) Career Planning
(xi) Health & Safety.

Qvi. Explain selection. What are the steps in it?

Ans. Selection is the process of discovering the qualification, experience, skill knowledge, characteristics, etc. of the job applicant in order to establish their likely suitability for the job position. It means rejection of several, selection of a few and is therefore considered as a negative process. However there could be two types of errors in selection decisions; **Reject Errors** : Rejecting candidates who would have performed successfully on the job and **Select errors** : selecting candidates who late perform poorly on the job. An effective selection system should therefore, endeavour to minimize both these errors. Hence the HR department should meticulously form its selection policy and use various selection tools for the best results.

As per Wayne F. Cascio, "The step following recruitment is initial screening, the selection process following initial screening is more rigorous Orientation may take up several hours or several weeks.... Placement occurs after orientation; Placement is the assignment of individuals to jobs".

Numerous methods are used to select the most deserving and most promising candidates. Though there is no standard procedure adopted

by all firms, the following are the steps normally taken in the selection procedure :

1. Preliminary Interview or Screening—This initial interview is usually quite short and has as its object the elimination of the unqualified. This interview is conducted by skilled and trained interviewers.

2. Application Blank—An application blank is a traditional, widely accepted device for getting information from a prospective applicant which will enable a management to make a proper selection.

3. Interviews—Most organisations use interviews as an essential step in the selection process. An interview is a conversation between two people for a particular purpose. Interview helps in (i) collection of accurate and essential information about the candidates; (ii) Providing the facts of the jobs and the organization to the candidate (iii) Establishing the report with the prospective employees (iv) Evaluating the suitability of the candidate to the job and (v) Examining the inner view and the feeling of the candidates.

Qvii. Differentiate between Salary and Wages.

Ans. Salary and Wages—Comparison Chart

Basis for Compariison	Salary	Wage
Meaning	A fixed pay that an individual draws for the work done by him on an annual basis.	A variable pay that an individual draws on the basis of hours spent in completing certain amount of work.
Skills	Skilled personnel	Semi-skilled or unskilled
Type of cost	Fixed	Variable
Rate of Payment	Fixed rate	Wage rate
Payment cycle	Monthly	Daily
Basis of payment	Performance basis	Hourly basis
Paid to whom	Employees	Labour
Nature of work	Administrative Office work	Manufacturing
KRA (Key resultant area)	Yes	No
Extra pay for	No	Yes

extra hours

Qviii. Distiguish between H.R.D. (Human Resource Development) and H.R.M. (Human Resource Management)

Ans. HRM and HRD

1. HRD is a sub section of HRM, i.e. HRD is a section within the department of HRM.
2. HRM deals with all aspects of the human resources function while HRD deals only with the development part.
3. HRM is concerned with recruitment, rewards among others while HRD is concerned with employee skills development.
4. HRM functions are mostly formal while HRD functions can be informal like mentorships.

Qix. Define motivation.

Ans. Motivation—Motivation is the art of inducing a group or a person, each with his or her own distinct need and personality, to work and achieve the organization's objectives.

According to **Michael J. Jucius**, "Motivation is the act of stimulating someone or oneself to get a desired course of action, to push the right button to get the desired action.

According to **W.G. Scott**, "motivation means a process of stimulating people to action to accomplish desired goals."

According to **Koontz & O'Donnel, "**Motivation is a general term applying to the entire class of drives, desires, needs, wishes, similar forces that induce an individual or a group of people to work".

Motivation is what makes people do things. It is what makes them put real efforts and energies in what they do. Thus, motivation can be defined as all those inner striving conditions described as needs, drives, desires, motives, urges and so on. It is the inner state of mind, heart and soul that activates or moves in order to work and achieve something.

It is a circular process starting with need-drive-action and ends with satisfaction.

As a function of management, Motivation is the art of understanding the inner feelings and motives of employees and satisfies them to direct and sustain behaviour towards the attainment of organizational goals.

Qx. Briefly list the methods of incentive wage systems.

Ans. Following are the methods of incentive wage systems :

1. Halsey Premium Plan—Under this plan a standard time is fixed for each job, work process etc., on a scientific basis. Then the actual time taken by the worker is measured and compared with predetermined

standard time. If the worker completes the job within standard time or more than the standard time then he will be paid incentive at the standard rates.

2. Rowan Premium Plan—Like Halsey Plan, here also a standard time is fixed for completion of job and incentive is paid for the time saved. The only difference is that here incentive is not paid as a fixed percentage of time saved but is calculated as a proportion of time taken which the time saved bears to the time allowed and paid for time work rate.

3. Gantt and Task Bonus Plan—Under this plan time rate piece rate and bonus are incorporated as different levels of efficiency. A standard task is set and if the employee completes the work within time he will be paid for time allowed and percentage of that time. Under this system no bunus is payable to a worker who achieves less than 100% efficiency.

4. Emerson's Efficiency Plan—Under this a minimum daily wage is guaranteed and a standard time is set for each job which will be used for measuring the efficiency in the following manner :

$$\text{Efficiency (Time basis)} = \frac{\text{Standard time allowed}}{\text{Actual time taken}} \times 100$$

$$\text{Efficiency (output basis)} = \frac{\text{Actual Production}}{\text{Standard Production}} \times 100$$

5. Taylor's Differential Piece Rate system plan—This plan states that employees should be rewarded according to their efficiency. This system, fixes two piece rates for payment of wages. First is "Low piece rate" for employees who fail to achieve the standard output and second is "high piece rate" for those employees who achieve the standard output.

(6) Bedaux Point plan—Under this plan hourly rate is guaranteed upto standard time and beyond that benefits from time saved are shared either between the workers and the employer or between the worker and the indirect workers/supervisors.

7. Barth variable sharing plan—This plan is for beginners and for unskilled workers so as to encourage them to learn the job and improve their efficiency. This scheme does not guarantee a time rate and earnings calculated by taking the square root of product of standard time set and actual time taken and multiplying it by the hourly rate. As a result payment is proportionately less than output.

8. Accelerated Premium system or sliding Bonus plan—Under this system bonus increases at a faster rate so at low level of efficiency increase in earning is less than proportionate while at high level of efficiency increase in earnings is more than proportionate. Like other schemes, here also standard hour is specified and is compared with the actual performance and accordingly bonus is paid for different levels of efficiency at different rate.

Qxi. What is organisational development? What are its objectives?

Ans. Organizational development is referred to as a planned approach to interpersonal group, inter group and organization wide change that is comprehensive and long term and under the guidance of a change agent, who manages the OD process, serving both as a catalyst for the change and as a source of information about organizational development.

Features of Organizational Development

(1) Emphasis on planned change—The field of organizational development evolved out of the need for a systematic, planned approach to managing change in organization. It is OD's emphasis on planning that distinguishes it from other kinds of organizational changes that are more spontaneous or less methodical.

(2) Long-range change—OD focuses on the elevation of an organisation to a higher level of functioning by improving the performance and satisfaction of organizational members on long term basis.

(3) Dynamic process—OD efforts are not short actions, rather, they are ongoing, interactive and cyclic processes.

(4) Emphasis on intervention—OD is also a field of research that specialises in developing & assessing specific interventions such as counselling or team building, which stimulates changes in the organization.

(5) Educational Strategy—OD is a Complex education strategy to bring in changes in beliefs, values, attitudes and structure of an organisation so that it may adopt to changing environment.

(6) Contingency orientation—OD is said to be situational & contingency oriented. Unlike many other training approaches that emphasize only one way to deal with a problem, OD is flexible & pragmatic, adapting actions to fit particular needs.

Following are the important objectives of organizational Development :

1. To build coordinated team work throughout the organization. Small task teams must work together to be effective, but cooperation is also needed among all the small teams that make up the whole

institution. Organisational Development attempts to tie all these groups into one integrated, cooperative group.

2. To improve the productivity, morale and satisfaction of employees in an organisation by developing new organisational learning techniques.

3. To increase the level of enthusiasm and personal satisfaction at all levels of the organisation.

4. To create an environment in which authority is based on knowledge and skills.

5. To increase the openness and authenticity of communications laterally, vertically and diagonally.

6. To place emphasis of humanistic values and goals.

7. To optimize the effectiveness of both the stable (the basic organization chart) and the temporary systems (Projects, committees, etc.) through which the organization work is accomplished by built-in and continuous improvement of mechanisms.

8. To change the attitudes, values and beliefs of employees so that they themselves can identity and implement such organizational changes.

9. To treat each human being as a person with a varied set of needs, all of which are important to enhance his motivation and commitment.

Qxii. What is performance appraisal?

Ans. The modern methods of **performance appraisal relate** to employees as individuals. This approach is concerned with the use of performance appraisal as a contribution to employee motivation, development and human resource planning. The methods are—

1. Behaviourally Anchored Rating Scales (BARS)—The BARS method combines elements of the traditional rating scales and critical incidents methods. BARS provides statements of standards against which the performance of appraisal is evaluated.

2. Human Asset Accounting Method—This method refers to activity devoted to attracting money estimates to the value of a firm's internal human organisation and its external customers goodwill.

3. 360 degree performance appraisal—It is also known as Multi Source Assessment and Feedback System (MAFs). It is defined as a systematic collection and feedback of performance data of an individual or group derived from a number of stockholders on their performance.

4. Management by Objectives (MBO)—It is a process whereby the superior and subordinate managers of an organisation jointly identify common goals, define each individual's major area of responsiblity in terms of results expected of him, and uses these measures of guides for operating the unit and assessing the contribution of its members. Thus, MBO focuses attention on participatively setting goals that are tangible, verifiable and measurable.

Qxiii. What are the responsibilities of Human Resources planning (HRP)?

Ans. Role of HRP professionals—Human Resource Planning Professionals have to perform the following roles that may be divided into three categories :

1. Administrative roles
2. Strategic roles
3. Specialised roles

Administrative roles include managing the organisational resources and employee welfare activities. Strategic role contains formulating HR Practices and managing relationship with manager. Specialised role includes collecting and analysing data, designing and applying forecasting systems and managing career development.

These roles are neither necessarily found in every HRP work, nor they are evenly weighed in time allocation. Many combinations of roles are possible with different focuses, based on circumstances of the organisation. The first two roles managing relationship with managers and formulating strategies are weighed equally. The activities in these areas are equally important to HRP because of the implicit purpose of anticipating and implementing change in the organisation. The strategic roles are crucial to the HR professional's effectiveness. These skills are very difficult to develop when compared to administrative skills. The administrative aspects of the work are represented by managing the staff functions of HRP and in managing employee Welfare activities. These aspects are often seen as supplementary to other aspects and demand a lot of attention. The remaining three represent specialised functions performed.

Qxiv. Distinguish between:
(a) Strike and Lockout
(b) Personnel Management and Human Resources Management (HRM)
(c) Training and Development.

Ans. (a) Distinguish between Strike and Lockout

1	2	3
Basis	Strike	Lockout
1. Definition	Strike is a refusal to work, organised by a body of employees as a form of protest, typically in an attempt to gain a concession or concessions from their employers.	A Lockout is the exclusion of employees by their employer from their place of work until certain terms are agreed to
2. Initiaters	Strikes are initiated by the employees.	Initiated by the employers.
3. Aim	Strikes are conducted with the aim of gaining concessions from the employers	Lockouts are used to enforce terms of employment upon a group of employees during a dispute.
4. Methods	Strikes may involve employes refusing to attend work. employees standing out the work place as a form of protest or employees occupying the work place but refusing to work.	Lockouts involve refusing to admit workers on the company premises.

(b) Distinguish between Personnel Management and HRM

There are some points of dissimilarity which are as follows :

1. Personnel management treats personnel functions as the exclusive responsibility of the personnel department,

whereas HRM regards the functions of human resources as the concern of all managers in the organisation.

2. Personnel department is concerned with systems applied to individuals and collectivism.

Whereas HRM embraces individual flexibility and congruency between individual and organisation goals.

3. Personnel management is supply driven i.e. it is directed mainly at the employees of the organisation, recruiting and training them in

accordance of what is expected of them.

Whereas HRM starts not from the organization's employees, but from the organizations need for human resources, with the demand rather than supply.

4. Personnel management is more concerned with the administration of the personnel.

Whereas, HRM is concerned with the development of people and their competencies.

5. In personnel management, systems and procedures are designed to achieve maximum efficiency.

Whereas, in HRM, systems and procedures are to achieve a high level of job satisfaction in the organisation.

6. In personnel management, people in the organisation are motivated mainly by salary and rewards.

Whereas in HRM people are motivated by job challenges and opportunities for development of creativity and self actualization.

7. In personnel management, employees are utilized for organizational benefit.

Whereas, in HRM employees are utilized for mutual beneift i.e. both for organization and themselves.

(c) Training and Development

(b) Following are the differences between Training and Development :

Points of Diff.	Training	Development
1. Meaning	It is an activity to increase understanding skill and attitude to perform specific job in a better way.	It means the growth of employees at every level of management by planned and organised process.
2. Aim/ purpose	The best possible performance on the specific job by the employee is its aim.	The best possible utilisation of employee's capability is its main aim.
3. Scope	It is the part of development and also limited in its scope.	It is a wider term. It includes education, learning and training.
4. Level of persons involved.	Training is imparted at lower level for employees and	Level of development is higher and concerns

	junior managers.	senior managers.
5. Duration	Training is imparted for a fixed period.	It is a continuing process.
6. Depth of knowledge imparted.	The knowledge imparted is deep.	It does not provide deep knowledge. It simply facilities growth.

Qxv. What is Retrenchement? Why do companies retrench staff?

Ans. Retrenchment is an unfortunate aspect of modern day life and business. The fundamental definition of what retrenchment is when a company or organization determines that it needs to reduce the number of people in its employment in order to match or meet operational requirements.

There are a number of different reasons why a Company would retrench staff :

1. One of the main reason is when a Company has too much staff, surplus to operational requirements. A company will usually retrench staff members perceived as being redundant.
2. Another factor is modern technology, as we advance technologically we replace people with machinery. It is more cost effective and easier to maintain.
3. The restructuring of a company can sometimes make a position redundant.
4. Company may need to reduce costs in order to survive. This may be due to an economic recession simply because the company is losing money.

Legal Recourse in to Retrenchment

There are many laws today that have been established in most advanced countries that have been specifically designed to protect the workers, If a worker or a group of workers feel that they have been unfairly dismissed or retrenched they are in fact entitled to seek legal recourse. This legal recourse will be held under review by labour court and the case will be thoroughly reviewed by all parties concerned. If the out come of the hearing is in favour of the worker, that is; if the worker was found to be unfairly dismissed or fired by the employer then the worker will be awarded, usually in the form of money.

Qxvi. Define Recruiment. Explain the features of a good recruitment policy. Or

Enlist the conditions which mach be satisfied for a good recruitment policy.

"Recruitement is the process of attracting capable and qualified applicants for a job". Elaborate.

Ans. Recruitment is the first step in the process of acquiring and retaining human resource for an organisation. It has been regarded as the most important function of personnel administration, because unless the right type of people are hired, even the best plans, organisational charts, and the control systems would find it difficult to be successful.

In the words of Byers & Rue, "recruitment is the process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen."

Recruitment is the process to discover the sources of manpower to meet the requirements of staffing and to employ effective measures for attracting that manpower in adequate numbers to facilitate selection of an efficient working force. It is a positive activity that aims at inviting maximum number of applicants for the job. It is the process of getting the right kind of people to apply for the vacancies in an organisation. Thus, recruitment as a process starts with identification of the need for human resource and ends with getting the prospective employees to apply for the vacancies.

Features of a Good Recruitment Policy—

(i) It should be in conformity with its general personnel policies.

(ii) It should be flexible enough to meet the changing needs of an organisation.

(iii) It should be designed to ensure employment opportunities for its employees on a long-term basis so that the goals of the organisation should be achievable, and it should develop the potentialities of the employees.

(iv) It should match the qualities of employees with its requirements of the work for which they are employed, and

(v) It should highlight the necessity of establishing job analysis.

Qxvii. What are the factors affecting motivation?

Ans. Motivation is a complex phenomenon. No one set of factors can motivate everyone. The various factors have to be used interchangeably from time to time for different people under different circumstances. Various factors can be classified as follows :

1. Encourage self Motivation—People basically can motivate themselves and are seldom motivated by others.

2. Create people's Desire and Ability to Achieve—Encourage

an individual's capacity to achieve social sensitivity, creativeness, influence, mental ability and his total achievement.

3. Create Beliefs, Desire, Ability to Modify and control the Behaviour Patterns—The manager's function is to help his subordinates to understand his motivational pattern and to provide the environment in which he can achieve objectives.

4. Recognize the Individuality of Individuals—People are different physically and more importantly psychologically. Do not assume that all the group members are motivated by the same needs or desires.

5. Guide rather than order—The job of the manager is to guide the subordinates instead of giving orders, give suggestions. This will produce better results.

6. Set a good example—The manager sets the style for his people. Subordinates are always watching their superior. They often presume, at times erroneously, that their superior's conduct is the appropriate one for adoption. Therefore, play up the positive and be a person worth copying.

7. Show Confidence in your Subordinates—This will instil confidence in themselves. Adopt the attitude that you are sure that they will do their best.

8. Listen Attentively—A good motivator wants first to understand the facts, Listening can provide deeper understanding. Very often the mere act of listening and permitting the subordinates to talk without interruption results in the subordinate seeing the error of his own opinion.

9. Encourage Participation—Wherever possible, provide the subordinates with an opportunity to take part in the decisions, particularly where they affect them. Keep them well informed on matters which affect them.

10. Do not be Secretive—Secretiveness induces frustration in the subordinates. Create a feeling of belongingness, team spirit and group cohesiveness through communication.

Qxviii. What are the steps involved in exit process? Discuss exit interview.

Ans. Steps In Exit process—

Step I—Confirmation of Leaving :

In the case of voluntary termination, the individuals should notify their Head of unit/Department in writing of their intention to leave. The unit Head, then forwards it to personnel department.

Step II—Exit Interview :

Employees who are leaving the organization voluntarily, are sources of priceless information. Exit interviews can be termed as confessional interviews by the departing employees. It is a meeting between the

departing employee and the representative of the company who may be either the functional head of the employee or someone from the HR department. The organization may even hire an experienced third party, a consultant or firm that specializes in conducting such sensitive interviews.

The exit interviews can provide vital clues on various organizational aspects, like working conditions. interpersonal relations, pay packages, policies etc. An exit interview offers the management an opportunity to–

- Find out the actual reasons for an employee's resignation.
- Gather trustworthy data on problem areas in order to help management take remedial actions.
- Encourage good relations with the departed employees.

However, it is always advisable to conduct an exit interview as soon as the employee puts in his papers. The interview climate should be positive and professional. The employer should avoid conducting interviews in public places like coffee shops or canteens where they may be overheard by supervisors or other employees.

Step III—Leaver's Checklist

On completion of all duties, and on the agreed date, the individual and their unit Head, Head of Department will ensure that all relevant actions have been completed and items of organisation property is returned. A completed and signed checklist will be returned to personnel,

Qxix. What is preliminary interview? Explain screening. Why is it made?

Ans. Screening is the initial interview and is usually quite short and has as its object of elimination of the obviously unqualified. In many instances it is a standup interview conducted by skilled and trained interviewers. This interview provides necessary information from the prospective applicants. At the same time it also provides the basic information about the company to the candidates. If a candidate meets with the requirements of the organization he may be selected for further action.

If he does not fit into the organizational structure, he is eliminated at the preliminary stage. In screening, applicants are often asked why they are applying for the job with this particular organisation. Salary requirements are ascertained.

An idea of the education and experience can be obtained by asking for the last grade finished in school and the details of jobs previously held. Many firms do not bother to initiate paper work at this early stage. If the applicants appear to have some chance of qualifying for the existing job openings, he or she is given the blank application form to complete.

Qxx. Discuss The process of H.R. planning.

Ans. Human Resource Planning involves planning for long term needs, rather than for temporary replacement need. It has to take into consideration the career planning for individual employees and succession planning in the organization. The basic steps of HRP are :

1. Determining Organizational Objectives—Human Resource plans must be based on organizational strategic plans. This means that the objectives of the HRP must be derived from organizational objectives. Organizational objectives are the statements of expected results that are designed to give the organization and its members direction and purpose. The objective setting process begins at the top of the organization with a statement of mission, which defines the organization's current and future business. Long range objectives and strategies are formulated based on the organization's mission statement. These can be used to establish short term performance objectives. Short term performance objectives generally have a time schedule and are generally expressed quantitatively. Establishing organizational, divisional and departmental objectives in this manner has been called the cascade approach to objective setting.

2. Forecasting Demand for Employees—A Key component of HRP is forecasting the number and type of people needed to meet organizational objectives. This forecast estimates the changes in the existing work force resulting from promotions, separations and transfers. It takes account of technological development which may change skill levels and the relative size of occupational groups, consider changes in the time needed to train or recruit personnel to fill the growing number of technical and professional openings. It also measures the changes in labour productivity and takes account of expected changes in a company's organizational plan. There are two approaches to HR forecasting:

(1) Quantitative Approache—Quantitative approaches to forecasting involve the use of statistical and mathematical techniques and are used by theoreticians and professional planners.

(2) Other Approaches—Besides the quantitative techniques there are also other techniques to forecast the HR requirement needs which are quite popular among the organizations.

(3) Forecasting supply of Employees—Once an organisation has forecasted its future requirements for employees, it must then determine, if there are sufficient numbers and types of employees available to meet the demand. This can be done through supply forecasting. Supply forecasting measures the number of people likely to be available from within and outside the organization (i.e. the internal and external labour markets)

(4) Determining Net Human Resource Requirement—Determine the net human resource requirements in terms of number and components in relation to the overall human resource requirements. The reconciliation of demand and supply is to be done so as to identify and adjust any potential shortfalls in the one or the other.

Qxxi. What is E-Recruitment?

Ans. Before 1996, recruitment in India was mainly confined to the print media, word of mouth publicity or handled through placement consultants. The process was rigorous and often time consuming. E-Recruitment, in contrast, gives more freedom to HR managers in terms of the reach and selection from larger pool of talent, E-recruitment as a mode is cost-effective, faster and easier, it keeps job postings live on the Net, for longer durations than are other wise possible.

E-recruitment is also useful in targeting the right audience, thereby promising higher returns on Investment. While maintaining confidentiality about candidates and companies, job sites have also helped organisations to strengthen their employer brand by providing direct linkages to their home page.

Many studies have indicated that though all industry segments are now hiring through job sites, the maximum satisfaction is reported by the Information Technology and IT enabled service sectors. Further, the most satisfactory results have been reported for mid-level hiring. Saving on placement consultants and confidentiality are the main reasons for adoption of E-recruitment. In the case of non IT, junior and mid level placements, however, the satisfaction score reported is still far below the average.

Qxxii. Explain the concept and need of industrial relations. ***Or***

What are Industrial relations? State their objectives.

Ans. **Concept of Industrial Relations**

Industrial relations is that part of HRM which is concerned with the manpower of the enterprise. In the strictest sense, it refers to the employer-employee relationship, i.e., the relationship which emerges due to the day to day association of management & the labourers.

In its wider sense, the concept includes the relationship between employer and employee in the course of running of the industry, and may project itself into spheres, which may cover the areas of production, quality control, team work, motivation and disposition of profits.

Dale Yoder, said "industrial relations is the whole field of relationship that exists because of the necessary collaboration of men & women in

the employment process of an industry."

Objectives/Needs of Industrial Relations

Industrial relations are developed for the following :

(1) To develop healthy labour-management relations:-The promotion of healthy labour management relations presupposes–

(a) the existence of strong, well organised, democratic and responsible trade unions and association of employees in an industry.

(b) collective bargaining and willingness to accept voluntary arbitration.

(c) mutual respect among employees.

(2) To sustain and maintain Industrial Peace:-Industrial harmony and peace can be established if machinery for the prevention and settlement of industrial disputes is prevalent in the organisation.

(3) To establish Industrial democracy: An industrial democracy can be established if the employer fairly respects the sentiments of the workers and the employees.

(4) To Minimize Industrial Conflicts : In order to achieve this, management should try to eliminate, as far as possible, strikes, lockouts, and ghereoas by providing reasonable wages, improved living and working conditions and fringe benefits.

Qxxiii. What are the techniques of job analysis?
Or
How is the data for job analysis collected?

Ans. Job analysis is a procedure by which pertinent information is obtained about a job. These information can be obtained through the following methods—

(I) Personal observation—The analyst observes the working conditions, hazards, materials and machines used about the job himself. This method is useful in jobs where physical ability is required, like draftsman, mechanic, spinner etc.

(II) Questionnaire—Here the questionnaires are sent to job-holders for completion and are returned to the Supervisors. This method collects necessary information from job holders so that any error may first be discussed with the employee and after due corrections, may be submitted to the job analyst. This method is used by engineering consultants.

(III) Maintenance of Log records—In this method, the employee maintains a daily diary of the duties he performs marking the time at which each task is started and finished. But this method is time consuming and useless if it does not provide any desirable data on supervisor relationship, the equipment used and working conditions.

(iv) Personal interviews—These interviews are held by the analyst with the employees and answers to relevant questions may be recorded. This method is time consuming and is also costly.

However, when the particular job is simple and repetitive, observation method is useful. Otherwise, observation with interview provides every desirable result.

Qxxiv. Discuss the importance of motivation.

Ans. Motivation is the art of inducing a person or a group of people, each with his own distinctive need and personality, to work and achieve the organization's objectives.

According to **Koontz and O'Donnel,** "Motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces that induce an individual or a group of people to work".

According to **Shartle,** "Motivation is a reported urge or tension to move in a given direction or to achieve a certain goal."

Importance of Motivation

The significance of motivation is as follows :

(1) It guarantees high level efficiency and maximum utilization of inputs.

(2) It helps to attract the most talented, skilled and promising people to join the organisation.

(3) It creates willingness on the part of workers to do the work in a better way.

(4) It helps in realizing organizational goals.

(5) It improves employees morale and inculcates a feeling of pride.

(6) It creates sound inter-personal relationships among the employees and the work groups.

(7) It creates sound corporate image in the society where everyone wants to be associated with the company in some way or the other.

Qxxv. Discuss the causes of Industrial Indiscipline.
Or
What are the causes of Indiscipline in Indian Industries?

Ans. The main causes of indiscipline in Indian industries are—

(1) Unhealthy working conditions.

(2) Unfair and biased attitude of management.

(3) The autocratic style of leadership and management.

(4) Absence of effective grievance redressal machinery.

(5) The existence of communication gap between the management and the workers.

(6) Threat of retrenchment and lay off by the management.

(7) Lack of adequate promotional opportunities and job enrichment.

(8) Victimization and undue hardship by management.

(9) Lack of cordial relations between the management and the workers.

(10) Lack of well defined code of conduct and lack of knowledge of various implications of their work behaviour and attitudes.

(11) Monotonous work, less job satisfaction and lesser opportunities for growth among the workers.

(12) Poor wage and salary compensation plans which are not commensurate with the rising prices and rising standard of living.

(13) Rigidiity and multiplicity of rules and their improper interpretation sometimes leads to adverse reactions among the workers.

(14) Psychological reasons may result in sudden outburst and violent behaviour which may amount to indiscipline.

Qxxvi. What are the Industrial disputes? What are their common forms? ***Or***

Write notes on strike, lockout, and Gherao.

Ans. Industrial disputes—According to **Industrial Disputes Act, 1947**, industrial dispute is "any dispute between employers and employees, or between employers and workmen, or between workmen and workmen, which is connected with the employment or non-employment, or the terms of employment and with the conditions of labour of any person".

Industrial disputes are the outcome of poor industrial relations. When the matters are not amicably resolved between the management and the workforce, it takes the form of an industrial dispute.

In fact, industrial disputes are organised protests either by the employer or the working class. These mainly arise when there is a denial or refusal by the employer to meet genuine demands of the workers.

As a result, they become dissatisfied, distressed and indulge in violent activities in the form of strikes, bandhs, gheraos, slogan shouting, etc. The management in retaliation resorts to lockout when things go out of control.

Form of disputes—Strikes, Lockouts and Gheraos are most common forms of disputes.

Strikes—Strike means cessation of work by a body of persons employed in any industry acting in combination, or a concerted refusal under a common understanding of any number of persons who are or have been so employed to continue to work or to accept employment.

Lockout—Lockout means the temporary closing of a place of employment or the suspension of work, or the refusal by an employer to continue to employ any number of persons employed with him.

Lockout is thus a weapon in the hands of the employer to resist the collective demands of workmen or to enforce his terms. It has been held by the courts that the suspension of work as a disciplinary measure does not amount to lockout. Similarly, temporary suspension of work called lay-off is not lock-out.

Gherao—Gherao means encirclement of the manager to criminally intimidate him to accept the demand of the workers. It amounts to criminal conspiracy under I.P.C.

Qxxvii. What is meant by HRD matrix?

Or

What is HRD matrix? What are its advantages?

Ans. HRD matrix provides an integrated version by means of which cross functional as well as horizontal and vertical alignments of systems and sub-systems of the organization is shown for better co-ordination and collaboration and to meet the desired goals.

The horizontal map represents the crucial pieces of information like "How we do the job", "who is accountable" and the "support required and provided to manage each process from start to finish". In HRD Matrix all the members work together and are accountable for results jointly. Members are more interested in the action rather than the procedures and rules. It is a process of team work with common methodologies to get the work done together.

HRD Matrix indentifies and explains the linkages between various HRD instruments, processes, outcomes and organisational effectiveness.

The human resources which are to be developed include top management, middle management, supervisors and workers. Their development will be transformed through the HRD department which is responsible for creation of organizational effectiveness. HRD instruments include performance appraisal and potential appraisal, training and development, counselling, job rotation and job enlargement, role playing and OD exercises etc. These instruments or sub-systems may vary depending upon the size of the organization, the commitment of the top management, the perception of the people and methods employed by rival companies, etc. These instruments and mechanisms lead to creation of HRD processes like role clarity, communication of norms and standards, rewards and incentives, awareness of competencies and 'OCTAPACE' culture. Such HRD processes result in more competent and developed people with higher commitment to work, higher job satisfaction and work motivation, development of greater problem solving skills and overall healthy organizational culture with greater team spirit. Finally, with the help of these mechanisms, processes and outcome variables, the organizational effectiveness is achieved in the desired manner through higher productivity and growth, cost control and reductions, higher profits, better image and most important congenial industrial relations.

Hence, the HRD Matrix if implemented with proper perspective and spirit will reap rich dividends for the organization. In fact, it is a systematic manner through with HRD goals and aspirations can be met. Many organisations now-a-days have realized the need of HRD Matrix and have incorporated it in their corporate plans.

Qxxviii. What are the various types of interviews?

Ans. 1) Formal and Structural Interview- A Structured interview is very rigid and is based on through job analysis. Here interview and questions to be asked are planned before hand so as to cover all areas related to the job and the candidate. Same set of questions are asked to all the candidates, which helps in better comparative evaluation.

2) Unstructured Interview- An unstructured interview has a predetermined framework of questions and takes its own course depending on the responses of the candidate and the interest of the interviewer. The main advantage is that candidate remains comfortable during the course of the interview while the disadvantage is that such interviews tend to be more subjective.

3) Stress Interview- The objective of the stress interview is to test the applicane's ability to perform and deliver under stress. By asking him unrelated questions or keeping quiet for long periods after the interview has finished speaking.

4) Group Interview- In this interview all the candidates or group of candidates are interviewed by a panel of interveiwers when the number of applicants is high and the time available for interviewing is short.

5) Panel Interview- Under this, represent form different departments get to meet and interview a candidate. This also reduces the subjectivity involoved in the one-to-one interview.

6) In-depth Interview- In-depth interviews are more suitable for selection of candidates for high-end technology and high-skill jobs. Experts in knowledge and understanding of the subject assess his expertise.

Qxxix. Discuss the changing role of HRM in Indian Scenario.

Ans. In order to achieve an effective HRM Strategy we have to integerate HRM with HRD, IR and OD. The HRM strategies in Indian in the 21st century have to focus on better individual organisation interface and greater emphasis on organisational effeciveness than on personal success.

The Indian economy has become an integral part of the commercially competitive globel economy. In such a fiercely competitive environment, the management of the organisation will have to initiate radical changes within the organisation to enable it to compete effectively in a dynamic market. The managers of these organisations will have to become the catalysts of change. The management of the organisation has to continually enhance its efficiency and sincerely and passionately the following issues are answered:

How do we make our organisation a path setter?

How do we create a conductive environment where sound work culture is inhabitated?

How do we motivate our employees to achieve the desired ends?

How do we ensure team work and harmonious relations among the employees?

How do we make people responsible and result oriented?

How to resurrect the workforce?

How to reverse employees burnout and rekindle passion for work among them?

Q1. Describe evolution of Human Resources Management in India. What are the characteristics of HRM?

Or

What is the significance to HRM? Discuss the various problems and challenges of HRM in India.

Or

How HRM originated? What are the challenges faced by Indian Industries in adopting H.R.M? Discuss the significance of HRM also.

Ans. The evolution of human resource management in India was during the Kautilya period in the fourth century B.C. Kautilya in 'Arthashastra' provided description on staffing including job description, selection, executive development, incentive system and performance evaluation.

Formal beginning of HRM in India was started in 1929 with the setting up of Royal Commission of Labour by Government of India. Under this Commission, labour officers called welfare officers, were appointed for employment and dismissal of workers. The welfare officers were also made responsible for handling disputes and adjudication pertaining to the conditions of services Including wages, leave, retirement benefits and bonus; under Industrial Disputes Act. Thus they became Industrial Relations Officers and started performing industrial relation functions such as collecting bargaining, conciliation, and adjudication.

The Factories Act, 1948, laid down the duties and qualifications of Labour Welfare Officers.

With the increasing industries and growth in business, need for qualified and skilled workers increased. For this purpose, human resource planning, employees selection, their training, development, performance appraisal etc. became the duty of the Welfare Officer. In this way Welfare Officer became the personnel manager. Since there are new functions adding to the duties of personnel manager, nowadays, they are called 'human resource management functions.'

Characteristic features of Human Resource Management as a new paradigm for managing people may be put forward thus:

1. It Acknowledges Employees as Non-tradeable assets—HRM interprets human resource as a unique resource

which is to be organised, appreciated and treated differently, as a human and not like other material resources. They contribute a great deal towards the achievement of organisational goals and so are valuable for the organisation.

2. It Facilitates the Development of Human Resource—HRM helps the employees to develop their potentialities and capacities to maximum possible extent by enhancing their knowledge, capability, skill, potential, and personality. This aids them in maximizing their personal contribution as well as deriving maximum satisfaction from their jobs.

3. It focuses on collective Growth—It stresses on the importance of gaining commitment to the organisation's mission and values by considering employees both as individuals as well as a group. The purpose behind collaboration and active involvement in organizational activities is to get better results.

4. It is a continuous Function—HRM is an activity, function or process which is ongoing in nature. It can neither be stopped nor turned on or off. It is required to be practiced infinitely and requires constant alertness and awareness of human relations in every day organization.

5. It Is Performance oriented—It is performance oriented, thereby emphasizing the need for higher levels of achievement to meet new challenges. For this purpose, HR managers develop the potential of the employees so that maximum satisfaction is derived by them from their work, objectives of the organisation are achieved and good human relations maintained in the organisation.

6. It is based on Business oriented Philosophy—HRM is top management driven and management oriented activity. It is thus essentially a business oriented philosophy concerning the management of people by line managers in order to achieve competitive advantage.

The significance of HRM can be shown under the following three fields.

(a) Professional significance—Professional significance lies in developing people and providing appropriate environment for effective utilisation of their capabilities. This can be done by—

(i) Developing people on continuous basis to meet the challenges of their jobs.

(ii) Maintaining the dignity of personnel at work place.

(iii) Providing environment and incentives for developing and

utilising creativity.

(iv) Providing proper physical and social environment at the work place to utilise the capability of the people effectively.

(b) Organisational Significance—For organisations, HRM has a vital role in achieving their objectives. It is done by :

(i) developing personnel to meet the demand of the work effectively.

(ii) effective utilisation of human resources through motivating them and changing their attitude towards the work and their organisation.

(iii) ensuring to recruit and retain personnel in the organisation, so that right people are available at right time and at right place.

(c) Social Significance—It lies in the need satisfaction of staff since the staff and other personnel in organisation are from the society, so their effectiveness contributes to the welfare of the society. Social significance of HRM is achieved by :—

(i) providing most productive employment from which social and psychological satisfaction can be achieved.

(ii) Maintaining balance between jobs and job-seekers in terms of job requirements and job-seekers abilities and aptitudes.

(iii) Utilising human capabilities effectively and matching rewards for the contributions made by the people.

(iv) Eliminating wasteful organisational and individual practices.

The main challenges faced by Indian Industries in HRM are–

(1) Work force Diversity—Employees of an organization differ from each other in terms of age, gender, race, skill, religion etc. As a result, it is very difficult for the firms to manage the huge number of heterogeneous workforce.

(2) Attitude towards Unions—Unions pose challenging tasks before the management from time to time. The workers and employees behaviour in many cases may be very irrational which poses serious threat to the continuity of the organization.

(3) Management of Human Relations—Any of the new generation of employees will be more difficult to motivate than their predecessors. This is because of a change in the value system that couples with their rising educational levels. Thus management of human relations has become more complicated than before.

(4) Concern for quality—In today's world, all the companies have woken up to the reality of 'excellent quality' and gearing up to meet the quality challenges. Customers have also become more quality conscious and are always on the outlook for best bargains.

(5) The Emerging challenge—The economists have billled India as an emerging global economic superpower. The imperative of turning these prophecies into reality is compelling. A strong and unbreakable link has to be established from the refinement of the past to the excitement of the present and to the potential of the future.

(6) Quality of Worklife—Every employee has some expectations from his work, like sense of satisfaction or achievement, security, a high self esteem, etc. Therefore, the organizations today are facing an uphill task to improve the quality of worklife for their employees by making work more rewarding, reducing employees' anxieties, encouraging employees' participation in work and employment related decisions and team building etc.

Q2. What is Human Resources Development? Discuss its objectives, features and benefits.

Ans. Human resource development may be defined as, development of people, their knowledge, skills and capacities by providing the right environment where they can learn to grow to their fullest potential.

According to **Harbinson and Myres**, "the process of increasing the knowledge, skill and capacities of all the people in an organization is known as human resource development."

In other words, HRD is the process by which the employees of an organization are helped in a continuous, planned way to acquire and develop capabilities that are needed to perform their jobs, based on the present and future job and organizational requirements.

Objectives of Human Resource Development

(1) To facilitate the organization in utilizing the full potential and competencies of the employees through effective training and development.

(2) To enhance capabilities of employees to enable them to do their jobs and assignments in the most efficient manner.

(3) To encourage new and innovative ideas to transform them into realities.

(4) To help the organization in succession planning.

(5) To minimize accidents, wastages and breakdowns.

(6) To prevent obsolescence among the employees with the ever changing technology.

Features of HRD—

(1) It is a process which is triggered by certain HRD mechanisms to produce certain outcomes.

(2) It is a continuous process.

(3) It has a wider view and aims at building the right type of culture (of trust, team work and collaboration) in the organisation.

(4) HRD produces results after a long time.

Benefits/Merits of HRD—HRD is considered as the key of success as it emphasises on building a link between the employees and the management so that human resources can be aligned towards the organisation. If an organisation has good human resource development schemes then the organization is benefitted to the utmost level. Here we share some merits and benefits through which the organizations are benefited.

(i) If emphasizes on all around development of the employees by developing skills attitude and knowledge about the organization. This helps in making the employees more competent.

(ii) HRD emphasizes on performance appraisal system through which the performance of the employees can be judged from time to time. This makes the employees more committed towards their work and motivates others to perform well.

(iii) As HRD acts as a link between the organization and the employees. Thus it creates an environment of trust and respect.

(iv) It emphasizes on problem solving approach hence HRD helps in creating an environment of acceptability towards change.

(v) HRD focuses on team spirit within the organization. This ultimately helps in increasing the productivity of the organization.

(vi) It emphasizes on the participation of employees in the organization. This increases the amount of participation within the organization and they feel more and more associated with the organization if they achieve anything.

Q3. "Organisational Development emphasises on changes'. Explain. Or

Discuss the features, objectives and siginificance of Orgnisational Development.

Ans. Organizational development is referred to as a planned approach to interpersonal group, inter group and organization wide change that is comprehensive and long term and under the guidance of a change agent, who manages the OD process, serving both as a catalyst for the change and as a source of information about organizational development.

Features of Organizational Development

(1) Emphasis on planned change—The field of organizational development evolved out of the need for a systematic, planned approach to managing change in organization. It is OD's emphasis on planning that distinguishes it from other kinds of organizational changes that are more spontaneous or less methodical.

(2) Long-range change—OD focuses on the elevation of an organisation to a higher level of functioning by improving the performance and satisfaction of organizational members on long term basis.

(3) Dynamic process—OD efforts are not short actions, rather, they are ongoing, interactive and cyclic processes.

(4) Emphasis on interver tion—OD is also a field of research that specialises in developing & assessing specific interventions such as counselling or team building, which stimulates changes in the organization.

(5) Educational Strategy—OD is a Complex education strategy to bring in changes in beliefs, values, attitudes and structure of an organisation so that it may adopt to changing environment.

(6) Contingency orientation—OD is said to be situational & contingency oriented. Unlike many other training approaches that emphasize only one way to deal with a problem, OD is flexible & pragmatic, adapting actions to fit particular needs.

Following are the important objectives of organizational Development :

1. To build coordinated team work throughout the organization. Small task teams must work together to be effective, but cooperation is also needed among all the small teams that make up the whole institution. Organisational Development attempts to tie all these groups into one integrated, cooperative group.

2. To improve the productivity, morale and satisfaction of employees in an organisation by developing new organisational learning techniques.

3. To increase the level of enthusiasm and personal satisfaction at all levels of the organisation.

4. To create an environment in which authority is based on knowledge and skills.

5. To increase the openness and authenticity of communications laterally, vertically and diagonally.

6. To place emphasis of humanistic values and goals.

7. To optimize the effectiveness of both the stable (the basic organization chart) and the temporary systems (Projects, committees, etc.) through which the organization work is accomplished by built-in and continuous improvement of mechanisms.

8. To change the attitudes, values and beliefs of employees so that they themselves can identity and implement such organizational changes.

9. To treat each human being as a person with a varied set of needs, all of which are important to enhance his motivation and commitment.

Following are the main significances of organizational Development :

(1) Organizational Development helps the leading men at work to manage their mutual relations in such a way as to make them productive, creative and caring for each other.

(2) Organizational development does not solve the organizational problems but it creates conditions where organization and sub-system work interdependently to find solution to a problems.

(3) Organizational development is an intensively human process based on human values which creates an environment for individual satisfaction and growth.

(4) OD integrates individual needs for growth and development with organizational goals and objectives in order to make a more effective organization.

(5) OD helps to analyze the optimum level of performance of an organisation and to know where the organizatiion is, where it wants to be and how it can go there.

(6) Organizatinal development increases the level of self and group responsibility in planning and implementation.

(7) The technique of organizational development consists of methods drawn from behavioural science, which aim at developing resources, anticipate issues and to plan and deal with them.

Q4. What ae the objectives of employee training? Also explain the principles of Employees Training.

Ans. Every organisation irrespective of its size or nature of operations needs to provide training to its employees at various stages of their carreer. The main objectives of training are :

1. Improving Employee Performance—When an employee is recruited by an organisation he might not have all the skills required to carry out his job. Training the employee at this stage helps him improve his performance to meet organizational standards.

2. Updating Employee Skills—Training enables employees to update their skills and helps integrate the technological changes successfully into organizational systems and processes.

3. Preparing for promotion and Managerial Succession—Training helps an employee acquire the skills required to assume greater responsibilities. It makes the transition from an employee's present job to the next one, easier and smoother.

4. Creating an Efficient and Effective organisation—Creation of reservoir of skilled employees enables a manager to spend less time supervising them, reducing acoidents and improving organizational stability.

5. Obsolescence Prevention—Training programme fosters the initiative and creativity of employees and helps to prevent manpower obsolescence. An obsolete employee is a waste of resources.

6. Filling the Gap—The training efforts aim at filling the gap between the existing and desired repertorise of knowledge, attitude and skill at individual, group and organization level.

7. Growth within the organization—Training helps people grow within the organisation so that the future needs for human resources can be met from within.

8. Reduces the learning Time for Employees—Training reduces the learning time for employees on new jobs. In case of transfer or promotion, it ensures that they become fully competent as quickly and economically as possible.

Principles of Training

Training is a continuous process and not a short affair and therefore requires great thought and care while organizing a

training programme. There are certain principles required to be considered for building human resources skills both at the rank level as well as the file level :

1. The objectives and scope of a training plan should be defined before its implementation in order to provide a basis for a common agreement and co-operative action.

2. The training must be related to the desires of the trainee such as more wages or better job, recognition, status, promotion etc. It is only then that the trainee will be more willing to enter into a training programme.

3. Generally, the training process should start from the known and proceed to the unknown and from the easy to the difficult, when complex jobs are taught in parts.

4. The trainer should not bombard the trainee with excessive information or information that can be misinterpreted. In order to sustain his interest it is necessary to provide only the right kind of information.

5. The principle of preach and practice should be followed. Coninuous practice is highly essential for effective learning because skills that are practiced often are better learned and less easily forgotten.

6. The trainee should be provided with 'feedback' on the progress he is making in utilising the training he has received. The feedback should be fast and frequent.

7. The effectiveness of the trainee in learning new skill or acquiring new knowledge should be reinforced by means of rewards and punishments. Larger the reward for good performance, the greater will be the reinforcement of the new behaviour. Lackluster trainees should either be demoted or fired.

8. To be effective, training must use the tested principles of learning.

9. Training should be conducted in the actual job environment to the maximum possible extent.

10. It is a fact that individual training is costly while group training is economically more viable. But individuals vary in intelligence and aptitude. So the training programme must be organised keeping in consideration the individuals' abilities and aptitude.

Q5. Discuss the process of selection.

Ans. There are many methods used to select the most deserving and most promising candidates. However, these methods may vary with the size of the company. Though there is no standard procedure adopted by all firms, the following are the steps normally involved in the selection process procedure:

1. Preliminary Interview or Screening—The initial interview is quite short and has as its object the elimination of the obviously unqualified. This interview provides necessary information from the prospective applicants. At the same time it also provides the basic information about the company to the candidates. If a candidate meets with the requirements of the organization, he may be selected for further action.

2. Application Blank—An application blank is a traditional, widely accepted device for getting information from an applicant which will enable the management to make a proper selection. These blanks vary from small one paged sheet to several folders consisting of hundreds of items regarding the applicant's full information including academic information and experience and references. However, in practice, these application forms are not as effective as they appear theoretically sound.

3. Interviews—Most organizations use interviews as an essential step in the selection process. An interview is a conversation or verbal interaction, normally between two people, for a particular purpose. The interview helps in;

(i) collecting accurate and essential information about the candidates.

(ii) providing the facts about the job and the organization to the candidates.

(iii) establishing a rapport with the prospective employees :

(iv) evaluating the suitability of the candidate to the job, and

(v) examining the inner view and the feeling of the candidates.

4. Physical Examination—Candidates are medically examined either by company's physician or by a medical officer approved by the company for the purpose. It can vary from a very comprehensive examination and matching of an applicant's physical capabilities to job requirements, to a simple check of general physical appearance and well-being. In the hiring procedure the physical examination has following basic objectives:

(i) it serves to ascertain the applicant's physical capabilities. This is a particularly important step when hiring the physically handicapped.

(ii) It protects the company against unwarrahted claims under various labour laws.

(iii) to prevent communicable diseases from entering the organization and

(iv) to ascertain which type of people are fit for what type of work responsibilities.

Thus, this is a highly desirous and sensitive issue, and therefore, it should be handled cautiously in any organisation.

5. Selection Test—The most vital technique of selection which has gained significance in recent years is testing. It would be difficult for the organizations to evaluate the candidate's performance only on the basis of blank application and interviews. Employment tests help the management in evaluating the candidate's suitability to the job and for compiling the behaviour of two or more persons and accordingly giving ranks to them. An important employment-test is psychological or psychometric test. These tests refer to standardized test constructed to measure mental abilities or attributes. It is highly useful when there is considerable unemployment and abundance of applicants.

6. Reference Check—The purpose of reference check is to obtain information about past of applicants and to verify the accuracy of information given in the application blank. These reference checks are used to verify work history information including dates of employment, duties performed and wages and salaries received. It is also very important that references should indicate how long and in what capacity the references had contact with the applicant.

7. Final Approval by the Line Manager—The line manager concerned has to make the final decision whether to select or reject a candidate after soliciting the required information through different techniques discussed earlier. The line manager has to take much care in taking the final decision not only because of economic implications but also because of behavioural and social implications. A true understanding between the line managers and human resource managers should be established to take proper final decision.

8. Employment—After taking the final decision, the organization has to intimate this decision to the successful as well as unsuccessful candidates. The organization sends the appointment letters alongwith the conditions of employment to the successful candidates either immediately or after sometime. The candidate who accepts the conditions of the organization reports for duty. After these formalities the candidate becomes the employee of the organization.

Q6. Disucuss the different metholds of training. What are the recent trends in training?

Ans. In order to achieve the training objectives successfully, it is essential that a careful choice is made from amongst a variety of techniques and training methods available for enabling adult learners acquire desired knowledge, sharpen behavioural and performance skill and develop appropriate attitudes. Some of the widely used techniques are:

I. On the Job Training

This is a method of training, where workers learn by doing. Workers are placed on the jobs. They work under the guidance and supervision of supervisors or certain experienced employees. They carry out their orders and instructions and follow the techniques of operations advised by them. In this way, they are able to learn the work practically. Problems faced by workers are immediately tackled; doubts if any, are removed and effective leadership is offered. In this way, the worker goes on learning step by step by doing his job practically and reaches its mastery level. Some of the widely used methods of on the job training are–

(1) Job Instruction training—In this method, the trainee is given instructions by the trainer while performing the job on the site and any doubts of the trainee are cleared immediately. It involves listing of each job's basic tasks, along with key points, in order to provide step-by-step training for employees.

(2) Apprenticeship—Individuals seeking to enter skilled trades, like those of carpenters, etc. are required to go through formal apprenticeship under experienced employees, before they join their regular jobs. Generally, this apprenticeship training period is from two to five years.

(3) Coaching—The trainee is placed under a particular supervisor who functions as a coach in training the individual.

Coaching is provided when needed, rather being part of a more planned structured training program. Participation, feedback and knowledge transfer to job are generally high in coaching. It is provided on case to case basis.

(4) **Shadowing**—This method usually aims to give management trainees a 'feel' for the organization by giving them opportunity and experience of working in different departments. However, trainers consider it as a waste of time, while various departments consider trainees as obstacles to their daily routine.

(5) **Job rotation**—Under job rotation, the trainee moves from one job to another, and gains job knowledge and learns new skills from the trainers/supervisors in each of the different job assignments. This cross functional knowledge helps the organization in times of acute need for manpower.

(6) **Committee assignment**—Under the committee assignment method, a group of employees are given an actual organizational problem and are asked to find out a solution. The trainees solve the problems jointly, thereby, developing team spirit, interpersonal communication, problem solving and leadership skills.

II. Off the job training

In case of complicated technical jobs where more understanding skill and experience is required, training is imparted off the job. Many big enterprises, institutions, banks, hotels, etc have their own staff training colleges, institutes where off the job training is imparted. Important off the job methods are as under–

(1) **Classroom lecture**—It is a quick and simple way of providing knowledge to large group of trainees regarding specific information, rules, procedures or methods. The use of audiovisuals or demonstrations can often make a formal classroom presentation more interesting while increasing retention and offering a vehicle for clarifying difficult points.

(2) **Programmed Learning**—It is a systematic method for teaching job skills involving presenting questions or facts, allowing the person to respond, and giving the learner immediate feedback on the accuracy of his or her answers. The main advantage of programmed learning is that it reduces training time by about one third and lets the trainee learn at his own pace.

(3) **Audio visual Techniques**—Inspite of being expensive than the conventional lectures, audio visual techniques like films, close-circuit televisions, audio tapes and video-tapes are widely used under following situations :

(i) when there is a need to illustrate.

(i) when there is a need to expose trainees to events not easily demonstrable in live lectures.

(4) **Stimulated Training**—It is a technique in which trainees learn on the actual or stimulated equipment they will use on the job but are actually trained off the job. It is virtually a necessity when it is too costly or dangerous to train employees on the job. Simulation exercises may be in the following forms–

(i) Case Exercises
(ii) Experimental exercises.
(iii) Computer Modelling
(iv) Vestibule Training
(v) Role Playing.

Q7. Disucss the steps involved in job analysis.
Or
What is the process of job analysis? Elaborate.

Ans. Job analysis which is called job review or job classification is the systematic exploration of tasks, duties, responsibilities and accountability for a job. It is the procedure by which pertinent information is obtained about a job.

Process of Job Analysis

The process of analysing a job consists of the following steps–

(1) **Information Gathering**—The first step in job analysis is to gather all the necessary information. This includes information on the organisational structure, the role of the job in relation to other jobs in the organisation; the class to which the job belongs and a detailed description of the activities and responsibilities involved in the job. For this purpose background information is collected in the form of organisation charts, class specifications, work flow charts, etc.

Organisation charts show the relation of the job with other jobs in the organisation.

Class specifications describe the general requirements of the job family.

Work flow charts indicate the flow of activities involved in a job.

(2) Organizing job analysis programmes—The next step is to plan and organise the work of job analysis. The responsibilities must be assigned to the concerned personnel and a time schedule must be fixed within which the job analysis programme shall be accomplished.

(3) Analysing the uses of job information—The information gathered through job analysis can be utilised for a variety of purposes. The management must try to lay down priority areas in which this information is to be used. The orientation should be towards specific job analysis where specific information should be meant for specific job.

(4) Choosing representative jobs for analysis—It is particularly not feasible to analyse all the jobs. It is therefore desirable to choose representative sample of jobs for the purpose of detailed analysis.

(5) Follow job Design—Job analysis and job design are inter-related. Without having the information about the job design, job analysis cannot be performed. Hence, it is imperative for the management to follow the job design patterns. For this purpose job description and job specification can be useful.

(6) Collection and Analysis of Data—Various relevant data should be collected and analysed. The data can be collected either from the employees who actually perform the job or from their supervisors or from outside sources. This data will provide an insight about the characteristics of the job, how it can be performed and what inputs are required to accomplish it.

(7) Preparing a Job Description—The data and information collected is then used for preparing a job description. This is a written statement which mentions job summary, job responsibilities, working conditions and level of supervision, etc.

(8) Developing a Job Specification—The final step in job analysis is to prepare a job specification or employee specification. This is a written statement which details the minimum acceptable human qualities required for the proper performance of a job.

Q8. Explain various sources available for recruitment of an employee.

Ans. The following are the sources and methods of recruitment:-

Internal Sources and Direct Method—Filling vacancies by promoting from within provides opportunities for advancement and is an effective way of motivating and retaining current employees. Usually internal sources are used, if the number of vacancies are not very large and the organization has enough pool of employees who can rather fulfil the job requirements. Recruitment through internal sources can be done in two ways–

(1) Review of the present employees—Under this, the organization displays the vacancy on notice boards, sends circulars to different departments or puts the vacancy notice on the company's entrance.

Candidates from within the organization respond to this job posting by sending in their applications.

(2) Nomination by employees—Under this method, employees are requested to suggest promising candidates. Sometimes, employees are given prizes for recommending a candidate who has been recruited. However, before utilizing this system, attempts should be made to determine whether or not employees thus recruited are effective on particular jobs.

Merits of Internal sources of recruitment :

(i) It saves time.
(ii) It is economical.
(iii) It saves efforts and resources of organisation.
(iv) It provides assurance about background of employees.
(v) It creates a motivation among existing employees.

Demerits of Internal sources :

(i) It promotes favouritism and nepotism.
(ii) It creates dissatisfaction among employees.
(iii) The organisation does not get any fresh talent.
(iv) The choices are very limited.

External sources, indirect and Third party methods—Despite attempts to review present employees and suggestions from them, it is not possible to fill all the vacancies through internal sources. Therefore, manpower managers must be familiar with external sources and as such, the organizations will have a much greater choice in human resource. Following are third party, methods :

(1) Advertising—The enterprise advertises its vacancies in newspapers, magazines etc. The details of work and the types of persons required are given in the advertisement. Candidates who

think themselves suitable for the post apply for it. After written test or interview or both, suitable candidates are recruited and if necessary, medical and other psychological tests are also made.

(2) Campus Recruitment—Some organizations, especially large ones who have a specific policy of inducting freshers, regularly send their representatives to educational institutions to secure the needed talent through what is known as campus recruitment.

(3) Employment Agencies—This is a service provided by both the private and public agencies to serve as a bridge between employers and prospective candidates. These agencies charge certain percentage of the salary attached to the job for rendering the services. Usually, private agencies facilitate recruitment of technical and professional personnel while public agencies help in the fields of skilled, unskilled and semi-skilled operative clients. These agencies do not merely bring the employer and employee together but computerize lists of available talents, utilizing testing to classify and assess applicants and use advanced techniques of vocational guidance for effective placement purposes.

(4) Casual Applicants—There are certain highly qualified persons who contact the ventures through their biodata and interviews. If the enterprise needs such persons it can recruit them.

(5) Trade Unions—With more than one fifth of the labour force organized into unions, organized labour constitutes an important source of personnel. The trade union leaders are aware of the availability of the candidates. They supply the skilled labour in sufficient numbers.

(6) **Leasing**—To adjust to short term personnel needs, the possibility of leasing personnel by the hour or day can be considered. This is possible by developing liasion with other similar companies. It can be on reciprocal basis. Through this the firm not only obtains well-trained and selected personnel but avoids any obligation towards pensions, insurance and other fringe benefits.

(7) Telephone and E-mails—The contact between the candidate and the organization can be made through telephones and e-mails. This may be publicized through an advertisement, the candidates will be encouraged to contact the organisation to discuss the vacancies, conditions of work and so on. This has the advantage of facilitating a speedy response and can encourage a large pool of recruits, which may be important if there is a tight external supply of labour.

Merits of External Sources of recruitment :-

(i) Availability of a wide variety of choices.
(ii) Availability of fresh blood & talent.
(iii) Avoids favouritism.
(iv) Better goodwill of company.
(v) The process is long and often leads to delayed postings.

Demerits of External sources :-

(i) It is time consuming.
(ii) It is expensive.
(iii) There is uncertainity of employment.
(iv) It requires huge resources.

Q9. Explain the various methods of wage payment.

Ans. Systems/Methods of Wage Payment

There is no single system of wage payment which can be considered to be applicable universally since every business and industrial unit has its own peculiarities and problems. In every establishment it may be required to have varying systems of wage payment for different categories of workers working at different levels. Following are some of the systems of wage payment :

1. Payment by Time System —When the quality of work is more important than the quantity and the nature of work is such that it cannot be easily standardized, payment by time system is preferred. Under this system, an amount of money is paid to the employee on basis of time worked at intervals of a month, week or in some cases each day as specified in the employment contract or other agreement. Here, performance and production capacity of the workers are not taken into consideration for the purpose of payment. Under this system, the worker cannot normally earn more than a fixed amount.

2. Payment by Result Method—Under this method, workers are paid according to the amount of work done or the number of units completed, the rate of each unit being fixed in advance, irrespective of the time taken to do the work. This is also known as piece wage system. It is considered as an improvement over time wage method. Under this method a worker is paid a fixed rate per unit of work produced. Thus, the remuneration of the worker depends upon his output and not upon working time. A bonus is also paid when standard output is exceeded. This system is adopted

generally in jobs of repetitive nature, where tasks can be readily measured, inspected and counted. It is particularly suitable for standardized processes, where skilled and efficient workers can increase their earnings by working to their full capacity. The wage payable to a worker under this plan is calculated by multiplying number of units produced with rate per unit.

3. Balance or Debt Method—This is a combination of Payment by Time and Payment by Result methods. Under this method, the workers are guaranteed an hourly or a day rate with an alternative piece rate. If the earnings of a worker, calculated at the piece rate, exceeds the amount which he would have earned if paid on time basis, he gets credit for the balance, i.e., the excess piece rate earnings over the time rate earnings. If his piece rate earnings are equal to his time rate earnings, the question of excess payment does not arise, where piece rate earnings are less than time rate earnings, he is paid on the basis of time rate; but the excess which he is paid is carried forward as debt against him to be recovered from any future balance of piece work earnings over time work earnings. It can be expressed as follows :

Piece rate earnings > time rate earnings = Credit balance

Piece rate earnings < time rate earnings = Debt

Note : Debt is adjusted from previous credit balance or future credit balance.

The merit of this system is that an efficient worker has an opportunity to increase his wages. At the same time, workers of ordinary ability, by getting the guaranteed time wage, are given a sufficient incentive to rise to the standard, even though the excess paid to them is later deducted from their future credit balance.

4. Skill-based Pay—Under this system of wage payment, employees are compensated for their job-related skills. This is also called knowledge-based pay. Under a typical skill-based system, companies hire the employees at below-market rates. Once they gain extensive knowledge and new skills, they are promoted and rewarded with an increased pay. Under this method the market analysis helps the companies to understand the most sought after skills in a dynamic market.

5. Competency-based Pay—Competency can be defined as the knowledge, skills and behaviour of an individual that contribute to his performance. The competencies of the best

performing employee are identified vis-a-vis the job and the employee is compensated for these competencies that he/she brings to the job. Once these competencies are identified, all the officers are compensated based on the extent to which they demonstrate these characteristics at their work place.

6. Broadbanding—Broadbanding as the base-pay technique reduces the number of salary levels into broad salary bands. The bands normally have a fixed minimum and maximum level, which overlaps with other bands. For example, if the salary band for the entry level is fixed as Rs. 15000-Rs.25000, the salary band for the next level can be Rs. 18000 - Rs. 30000. The major advantage of broadbandling is that it gives managers a free hand to fix the pay of individual workers, but within set limits.

7. Measured Daywork—Measured daywork is a system of payment in which an additional fixed sum or bonus is paid on top of the basic rate for the job. This bonus does not vary with the amount produced. It is paid in return for maintaining a prescribed level of performance in terms of 'effort' or other composite measurement or assessment. The bonus is therefore, a reward for maintaining a standard performance.

9. Gainsharing—Gainsharing (also known as 'value-added') pay schemes are adopted by employers who feel that employees should be compensated adequately for their efforts to bring prosperity to the company. In other words, they should receive a share of the value added to the product or service. This will encourage them to bring improvements in their working methods and attitudes. However, such schemes require a high degree of commitment by management, a willingness to disclose information, good labour relations and careful measurement.

Q10. Examine the causes of poor industrial relations in Indian Industry.

Or

What factors are responsible for poor industrial relations? Suggest measures to improve and/or maintatin good relations.

Or

What is the scope of industrial realtions?

Ans. The concept of industrial relations has a very wide meaning and connotation. In the narrow sense, it means that the employer, employee relationship confines itself to the relationship that emerges out of the day to day association of the management and the labour. In

its wider sense, industrial relations include the relationship between an employee and an employer in the course of the running of an industry and may project it to spheres, which may transgress to the areas of quality control, marketing, price fixation and disposition of profits among others. The scope or industrial relations is quite vast. The main issues involved here include the following :

1. Collective bargaining 2. Machinery for settlement of industrial disputes. 3. Standing orders 4. Workers participation in management. 5. Unfair labour practice.

Causes of poor Industrial Relations :

Industrial relations should be cordial and harmonious. We all think and talk of the same, but, in reality the industrial relations are seldom smooth because of indifferent attitudes of management & workers. Causes for poor I.R are-

(I) Economic Causes

These include-

(a) denial of equitable and fair remuneration to the workers.
(b) Inadequate financial incentives.
(c) Dispute on sharing the gains of productivity.
(d) Unauthorised deduction from the wages;
(e) Non-regularization of casual workers;
(f) Lack of fringe benefits;
(g) Demotions and transfers, etc.

(2) Social Causes

These include :

(a) Inadequate social security measures;
(b) Rising prices and standard of living;
(c) Wage differentials;
(d) Excessive stress and burnout;
(e) Inadequate health and safety measures;
(f) Inter-comparison among various social groups etc.

(3) Organisational Causes

These include :

(a) An intolerant attitude of contempt towards the workers on part of management;
(b) Unhealthy working conditions;
(c) Indiscipline among the workers and the employees;
(d) Inappropriate introduction of automation without appropriate climate
(e) Unduly heavy workloads

(f) Strikes and lockouts;
(g) Poor grievance redressal machinery;
(h) Poor performance appraisal system, etc.

(4) Psychological Causes

These include :

(a) Lack of job security,
(b) Lack of promotional opportunities
(c) Non-recognition of achievements and performance;
(d) Autocratic style of management;
(e) Poor inter-personal relations;
(f) Monotonous and routine work;
(g) Inadequate recreational facilities; (h) Emotional outbursts; etc.

(5) Other Causes

These include :

(a) Multiple unions and inter-union rivalries;
(b) Unethical labour practices;
(c) 'Hire' and 'Fire' policy of the management;
(d) Poor bargaining power of the working class;
(e) Stubborn attitude of the management etc.

Steps to maintain good Industrial relations—

Following are the main steps for maintaining good industrial relations:

(1) Both management & union should develop constructive attitude towards each other—If managers do not fully accept the union or if union leaders do not fully accept the business system, harmonious industrial relations cannot be expected. It must recognise their union as the spokesman of their grievances & as custodian of their interests.

(2) All basic policies & procedures relating to industrial relations should be clear to everybody in the organisation & to the union leader—The personnel manager must make it certain that the people understand & agree with the policies.

(3) The personnel manager should remove any distrust by convincing the union of the company's integrity & his own sincerity & honesty—Suspicions, rumours & doubts should all be put to rest.

(4) The personnel manager should not lie with union to gain worker's loyalty—He should not try to wean them away from the union. Workers feel & rightly so, that they can be loyal to both the organisations.

(5) Management should encourage right kind of union leadership—Management should create conditions, which would stimulate growth of competent & constructive leadership.

(6) After the settlement is reached the agreement should be properly administered—This involves the application, interpretation, & enforcement of the terms & conditions which the parties have agreed to, both in letter as well as in spirit.

(7) Participation in management—Workers should be given participation in decision making at all levels. Representation of all classes of workers should be given in decision-making bodies especially in matters concerning them.

Q11. Search the causes for Industrial Disputes and suggest means to settle them.

Or

Define 'Industrial Dispute'. Examine examine their causes and methods of their settlement.

Ans. Industrial Disputes Act, 1947 has defined the term, "industrial disputes" as "any dispute or difference between employers and employees or between employers and workmen or between workmen and workmen, which is connected with the employment or non-employment or the terms of employment or with the conditions of labour, of any person".

Causes of Industrial Disputes

(1) Economic causes-Especially in the developing countries where the monetary rewards for work are meagre, economic causes are the most important source of industrial disputes. Important causes of industrial disputes–

(a) Wages—The workers usually resort to strikes to press their demands for increase in wages.

(b) Bonus—Employers do not pay desirable bonus to employees working in their establishments. Moreover, their intention for paying bonus may not be in accordance with the general principles.

(c) Economic Insecurity—Sometimes industrial disputes arise following the demand of labour for economic security. The most important economic security for a worker is his job. It is, then natural, that labour should try its best to protect its job. It is the feeling of insecurity that leads labour into a strike against retrenchment and dismissal and for a permanent status for temporary workers.

(d) Working Conditions and Labour Welfare—Workers have come to believe that they have a right to good working

conditions and to enjoy various welfare facilities. Working conditions include the working hours, the interval and frequency of leisure, physical work environment, including safety measures, etc. On the other hand, labour welfare includes, facilities such as canteen, rest and recreation, arrangements for travel to and from work, creches, housing, education facilities for children, etc.

(2) Personnel Factors—An ineffective or bad personnel administration leads to discontentment resulting in disputes. The factors connected with bad personnel administration are dismissal of workers, their victimization on account of gender, caste, creed or maltreatment of workers by officers and the non recognition of trade union etc. These factors inhibit the workers' freedom and hence, lead to strained industrial relations.

(3) Psychological Factors—There are human or psychological causes of labour conflict as well. The psychological cause for industrial dispute is the denial of the opportunity to the workers of satisfying their basic urge for self expression and creative accomplishment. Thus, the worker is denied of his mental satisfaction which contributes to frustration and unrest.

(4) External Factors—External factors are those which emanate from outside the industry which concerns all the industries in the country. It includes—

(a) the rapidly increasing literate population which has opportunities for gainful employment.

(b) The attitude and temperament of industrial workers.

(c) Political factors

(d) The ideology of some great philosophers.

(5) Management's Attitude towards labour—It is normally not satisfactory and leads to industrial strife. The reasons for this are–

(a) The reluctance of the management towards the scheme of workers participating in management and treating the workforce with contempt.

(b) Non activeness of the management towards providing services and benefits so as to promote harmonious employer employee relations.

(c) Management's unwillingness to recognize a particular trade union and the dilatory tactics to which it resorts while verifying the representative character of any trade union.

Settlement of Industrial Disputes

When the measures to prevent industrial disputes fail and the disputes do occur, efforts have to be made to bring about settlement as early as possible. Various methods are available for resolving disputes, which are as follows :

(1) Voluntary Arbitration—It is one of the recognized democratic ways for settling industrial disputes. It is a method for resolving industrial conflicts and a close supplement for collective bargaining. It not only provides a voluntary method of settling industrial disputes, but is also a quicker way of settling them.

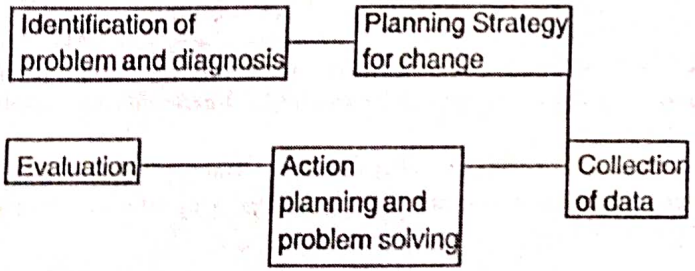
(2) Conciliation—It is the process by which representatives of workers and employers are brought together before a party with a view to bridge the gap between both the parties that they may arrive at a certain conclusion and mutual agreement in an atmosphere of peace, goodwill and mutual trust.

(3) Court of Enquiry—This is an authority set up by Govt. under the Industrial Disputes Act, for inquiring into matters related to a dispute. The purpose of setting it up is facilitating voluntary settlement of disputes. It does not make any recommendation for resolving disputes. It's duty is to enquire into the matter referred to it by the appropriate government and to submit its report within a period of six months from the commencement of its enquiry. Thus, it does not have any power to give its verdict on the dispute and only assists the process of conciliation.

Q12. What are the steps in organisational development? Discuss its merits and demerits.

Ans. **Steps in Organizational Development**

Organizational development process can be divided into following five steps which are :



Organizational Development Process

Step 1. Identification of problem—The process of OD starts with the identification of problem in the organization. Analysis of various symptoms, i.e. both overt and covert helps in identifying the problem.

Step 2. Planning Strategy for change—Many firms employ management consultants to suggest strategy for change. The management consultant or OD practitioner should attempt to transform diagnosis of the problem into a proper action plan involving the overall goals for change, determination of basic approach for attaining these goals and the sequence of detailed scheme for implementing the approach.

Step 3. Collecting the data—The most commonly used methods of collecting data for OD process is through surveys and asking questions (with the help of questionnaire)

Step 4. Action planning and problem solving—Work groups are assigned to review the data collected. These data are processed and reviewed by the experts to facilitate change.

Step 5. Evaluation—This is the last step of OD process. Here a proper check is placed to monitor the implementation of the programme. As it is a long process and time-taking activity, evaluation of programme is made frequently. Appraisals are made for modification if needed. Some time training is also given to employees.

Merits of Organizational Development

Margulies and Raia have given the following merits of organizational development.

1. Provides opportunities for people to function as human beings rather than mere resources in the productive process.
2. Seeks to make the organization more effective in meeting all its goals.
3. Gives people in an organisation the chance to influence how they relate to work, the organization, and the work environment.
4. Treats each human being as a person with a complex set of needs, all of which are important in his or her work and life.
5. Tries to create an environment in which exciting and challenging work can be found.
6. Gives each member of organization opportunity to develop to his full potential.

Organizational development is an important technique of introducing change. Besides its merits there are certain limitations also which are as follows :

1. OD requires use of certain persons who can take initiative to bring about change. Complacent people cannot be helpful in implementing organization development.

2. It can not be applied without giving due consideration to the local circumstances existing within the organizations. The local circumstances may pose a problem in adapting to change.

3. OD can be no more powerful than the behavioural science concepts on which it is based. Behavioural science has many limitations which are applicable to organizational development also.