

Biyani's Think Tank

Concept based notes

Human Resource Development

(BBA)

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Preface

I am glad to present this book, especially designed to serve the needs of the students. The book has been written keeping in mind the general weakness in understanding the fundamental concept of the topic. The book is self-explanatory and adopts the “Teach Yourself” style. It is based on question-answer pattern. The language of book is quite easy and understandable based on scientific approach.

It includes the key points to be covered in every topic and is valuable to the students from the point of view of examination.

Any further improvement in the contents of the book by making corrections, omission and inclusion is keen to be achieved based on suggestions from the reader for which the author shall be obliged.

I acknowledge special thanks to Mr. Rajeev Biyani, *Chairman* & Dr. Sanjay Biyani, *Director (Acad.)* Biyani Group of Colleges, who is the backbone and main concept provider and also have been constant source of motivation throughout this endeavour. We also extend our thanks to Biyani Shikshan Samiti Jaipur, who played an active role in co-ordinating the various stages of this endeavour and spearheaded the publishing work.

I look forward to receiving valuable suggestions from professors of various educational institutions, other faculty members and the students for improvement of the quality of the book. The reader may feel free to send in their comments and suggestions to the under mentioned address.

—Author

Syllabus

- Unit I** **HRD - Concept, objectives., HRD system Design, Principles, HRD culture, An overview of HRD practices, Line Managers and HRD.**
- Unit II** **HRD Mechanisms : Process of HRD system and outcomes, HRD Instrument Tender.**
- Unit III** **Performance Appraisal and Potential Appraisal, Coaching and Counselling and feedback, Career planning and Development.**
- Unit IV** **Organization Development : objections varies Intervention and Limitations, Quality of work life, Human Resource Information System.**
- Unit V** **An Overview of HRD in India, HRD in Service Industry, Emerging Trends and perspectives.**

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Chapter - 1

Human Resources Development

Q.1 What is human resources development

Ans. Human Resource Development is the integrated use of training, organization, and career development efforts to improve individual, group and organizational effectiveness. HRD develops the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities. Groups within organizations use HRD to initiate and manage change. Also, HRD ensures a match between individual and organizational needs.^[3]

Q.2 What is the process, practice and relation of HRD to other fields.

Ans. HRD is not only a field of study but also a profession.^[6] HRD practitioners and academia focus on HRD as a process. HRD as a process occurs within organizations and encapsulates: 1) Training and Development (TD), that is, the development of human expertise for the purpose of improving performance, and 2) Organization Development (OD), that is, empowering the organization to take advantage of its human resource capital.^[2] TD alone can leave an organization unable to tap into the increase in human, knowledge or talent capital. OD alone can result in an oppressrce. HRD practitioners find the interstices of win/win solutions that develop the employee and the organization in a mutually beneficial manner. HRD does not occur without the organization, so the practice of HRD within an organization is inhibited or promoted upon the platform of the organization's mission, vision and values.

Q.3 How does human resources management differ from himan resources development

Ans. Human resource management (HRM) :

It is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. Human Resource management is evolving rapidly. Human resource management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a workforce.

Human resource development (HRD):

In terms of recruitment and selection it is important to consider carrying out a thorough job analysis to determine the level of skills/technical abilities, competencies, flexibility of the employee required etc. At this point it is important to consider both the internal and external factors that can have an effect on the recruitment of employees. The external factors are those out-with the powers of the organization and include issues such as current and future trends of the labor market e.g. skills, education level, government investment into industries etc. On the other hand internal influences are easier to control, predict and monitor, for example management styles or even the organizational culture.

Q.4 What are the important HRD sub system or mechanism

Ans. The main HRD sub systems are:

- 1 Performance Appraisal
2. Potential Appraisal
3. Training and employee Development
4. Career development and career Planning
5. Rewards
6. Organiasation Development
7. Role Analysis and Role Development
8. Quality Work Life

9. counseling and Mentoring
10. Human Resources information system

Q.5 What is the nature of human resources development.

Ans Nature of human resource development

1. Inherent part of Management: Human Resource Management is inherent part of management because if the manager wants to draw best out of his people, he must do the basic responsibility of selecting people who will work under him along with he must train, motivate appraise them from time to time.
2. Pervasive function: It is a pervasive function which means that every person in the organization from top to lower level is required to perform this function at continuous basis.
3. People centered: It is concerned with all kind of personnel from top to bottom of the organization.
4. Personnel Function: It involves various functions concerned with managing people from man power planning recruitment, selection , placement, training, appraisal to compensation of employees.
5. Continuous Process: It is not a one step function rather it is a continuous process.

Q.6 What is Human Resource planning

Ans. **Human resources planning** is a process that identifies current and future human resources needs for an organization to achieve its goals. Human resources planning should serve as a link between human resources management and the overall strategic plan of an organization. Aging worker populations in most western countries and growing demands for qualified workers in developing economies have underscored the importance of effective Human Resources Planning.

Q.7 What are the main features of HRD system

Ans. HRD is the integrated use of :-

1. training and development,
2. organisational development, and
3. career development to improve individual, group and organisational effectiveness."

The nature / scope / characteristics or features of HRD are as follows :-

1. Training and Development

HRD involves training and developing the employees and managers. It improves their qualities, qualifications and skills. It makes them more efficient in their present jobs. It also prepares them for future higher jobs.

2. Organisational Development (OD)

HRD also involves Organisational Development. OD tries to maintain good relations throughout the organisation. It also solves problems of absenteeism, internal conflicts, low productivity and resistance to change.

3. Career Development

HRD also involves career planning and development of employees. It helps the employees to plan and develop their careers. It informs them about future promotions and how to get these promotions. So HRD helps the employee to grow and develop in the organisation.

4. Performance Appraisal

HRD conducts Performance Appraisal, Potential Appraisal, etc. It informs the employees about their strengths and weaknesses. It also advises them about how to increase their strengths and how to remove their weaknesses.

5. Multidisciplinary

HRD is multidisciplinary. That is, it uses many different subjects. It uses education, management, psychology, communication, and economics. HRD uses all these subjects for training and developing the employees.

6. Key Element for solving problems

Now-a-days an organisation faces many different problems. These problems are caused due to the economic, technological and social changes. These problems can be solved only by knowledge, skill and creative efforts. This knowledge, skill, etc. is achieved from HRD. Therefore, HRD is a key element for solving problems in the organisation.

7. Continuous in Nature

HRD is not a one time affair. It is a continuous process. Development of human resources never stops. This is because continuous changes happen in the organisation and environment.

8. Integrated use of sub-systems

HRD system involves the integrated use of sub-systems such as performance appraisal, potential appraisal, career planning, training, etc.

9. Placement

HRD places the right man in the right job. Placement is based on performance appraisal, potential appraisal, training, etc. Proper placement gives satisfaction to the employee, and it increases the efficiency.

10. Promotions and Transfer

HRD also gives promotions and transfers to the employees based on performance appraisals, etc.

11. Motivation by Rewards

HRD also motivates the employees by giving them rewards for performing and behaving better, suggesting new ideas, etc. Financial and non-financial rewards are given.

Chapter -2

Organising HRD System

Q1 What are the attributes of HRD manager?

Ans. HRD manager must possess the following attributes

1. He should have faith in the capacity of people to change and develop at any stage of their life
2. He should have constant desire to learn and develop himself
3. He should have high extension motivations means desire to help others
4. He should possess good communication skill to sell his ideas to others in the organization
5. He should be proactive, should take initiative in introducing and implementing new ideas
6. He should have enough patience to wait till his actions bear fruit
7. He should be free from bias
8. He should have leader ship quality
9. He should have respect for and knowledge for others
10. He should have knowledge and understanding of individual and group behavior
11. He should have professional knowledge of the various HRD subsystems.

Q.2 What are the guidelines for organizing HRD?

Ans . In order vto make HRD effective, the following guidelines must be followed:

1. Corporate policy on human resources
2. Commitment of top management
3. Sound planning
4. Conducive climate
5. Competent functionaries
6. Sharing experiences
7. Regular monitoring

Q.3 Explain the principles of designing HRD system?

Ans Designing an integrated HRD system requires a thorough understanding of the principles and models of human resources development

1. Focus of the system
 - a. Focus on enabling capabilities
 - b. Balancing adaptation and change in the organizational culture
 - c. Attention to contextual factor
 - d. Building linkages with other functions
 - e. Balancing specialisation
2. Structure of the system
 - a. Establishing the identity of HRD
 - b. Ensuring responsibilities for the functions
 - c. Balancing differentiations and integrations
 - d. Establishing linkage mechanism
3. Functioning of the system
 - a. Building feedback and reinforcing mechanisms
 - b. Balancing quantitative and qualitative decisions
 - c. Balancing internal and external expertise
 - d. Planning for the evolution of HRD

Q.4 Why should we develop the HRD strategy?

Ans. For the HRD Department, the increasingly competitive business environment and the consequent streamlining of organisations have created both challenges and paradoxes. 'People are our greatest asset', is on the lips of many senior managers, yet the development budget is often the first target when economies are needed. Nor are HRD professionals exempt from the pressures experienced throughout the organisation to do more with less, and do it faster. It is all too easy in such a context to work harder, yet achieve less, to launch initiative after initiative, confusing employees and exhausting the HRD resources. It is precisely when there seems no time to develop strategy that a strategy is most needed. Far from being an intellectual or abstract exercise, it is a way of tackling quite pragmatic issues: prioritising among conflicting demands for scarce

resource or creating new, more effective ways of delivering value to the organisation.

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Chapter -3

Performance Appraisal

Q.1 What is performance appraisal

Ans. Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. Performance appraisal is generally done in systematic ways which are as follows:

1. The supervisors measure the pay of employees and compare it with targets and plans.
2. The supervisor analyses the factors behind work performances of employees.
3. The employers are in position to guide the employees for a better performance.

Q.2 What are the main objectives of performance appraisal

Ans. Objectives of Performance Appraisal

Performance Appraisal can be done with following objectives in mind:

1. To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.
2. To identify the strengths and weaknesses of employees to place right men on right job.
3. To maintain and assess the potential present in a person for further growth and development.
4. To provide a feedback to employees regarding their performance and related status.
5. To provide a feedback to employees regarding their performance and related status.
6. It serves as a basis for influencing working habits of the employees.
7. To review and retain the promotional and other training programmes.

Q.3 What are the main advantages of performance appraisal**Ans. Advantages of Performance Appraisal**

It is said that performance appraisal is an investment for the company which can be justified by following advantages:

1. **Promotion:** Performance Appraisal helps the supervisors to chalk out the promotion programmes for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.
2. **Compensation:** Performance Appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which includes bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority.
3. **Employees Development:** The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes. It helps to analyse strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programmes.
4. **Selection Validation:** Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure. The supervisors come to know the validity and thereby the strengths and weaknesses of selection procedure. Future changes in selection methods can be made in this regard.
5. **Communication:** For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication can be sought for in the following ways:
 - a. Through performance appraisal, the employers can understand and accept skills of subordinates.
 - b. The subordinates can also understand and create a trust and confidence in superiors.
 - c. It also helps in maintaining cordial and congenial labour management relationship.
 - d. It develops the spirit of work and boosts the morale of employees.

All the above factors ensure effective communication.

6. **Motivation:** Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future.

Q. 4 . Why the appraisals are important?

Ans Performance Appraisals can increase productivity of the people you manage. They help you with:

1. Employee Development – The manager discusses employee strengths and how to apply them. Goals are discussed as well as plans for growth.
2. Employee Motivation – A non-threatening exchange of ideas between the manager and the employee which may help to solidify the relationship.
3. Employee Relations – A chance to find out how the employee feels about you, the job, and the company.

Q. 5 What are main essentials of an affective performance appraisal system

Ans. These are the main essentials of an affective performance appraisal system:

1. Mutual trust
2. Clear objective
3. Standardization
4. Training
5. Job relatedness
6. Documentation
7. Feedback and participation
8. Individual differences
9. Post appraisal interview
10. Review and appeal

Q.6 What are the methods of Performance Appraisal?

Ans.. Performance appraisal methods

Performance appraisal methods include 11 appraisal methods / types as follows:

1. Critical incident method

This format of performance appraisal is a method which is involved identifying and describing specific incidents where employees did something really well or that needs improving during their performance period.

2. Weighted checklist method

In this style, performance appraisal is made under a method where the jobs being evaluated based on descriptive statements about effective and ineffective behavior on jobs.

3. Paired comparison analysis

This form of performance appraisal is a good way to make full use of the methods of options. There will be a list of relevant options. Each option is in comparison with the others in the list. The results will be calculated and then such option with highest score will be mostly chosen.

4. Graphic rating scales

This format is considered the oldest and most popular method to assess the employee's performance.

In this style of performance appraisal, the management just simply does checks on the performance levels of their staff.

5. Essay Evaluation method

In this style of performance appraisal, managers/ supervisors are required to figure out the strong and weak points of staff's behaviors. Essay evaluation method is a non-quantitative technique. It is often mixed with the method the graphic rating scale.

6. Behaviorally anchored rating scales

This formatted performance appraisal is based on making rates on behaviors or sets of indicators to determine the effectiveness or ineffectiveness of working performance. The form is a mix of the rating scale and critical incident techniques to assess performance of the staff.

7. Performance ranking method

The performance appraisal of ranking is used to assess the working performance of employees from the highest to lowest levels.

Managers will make comparisons of an employee with the others, instead of making comparison of each employee with some certain standards.

8. Management By Objectives (MBO) method

MBO is a method of performance appraisal in which managers or employers set a list of objectives and make assessments on their performance on a regular basis, and finally make rewards based on the results achieved. This method mostly cares about the results achieved (goals) but not to the way how employees can fulfill them.

9. 360 degree performance appraisal

The style of 360 degree performance appraisal is a method that employees will give confidential and anonymous assessments on their colleagues. This post also information that can be used as references for such methods of performance assessments of 720, 540, 180...

10. Forced ranking (forced distribution)

In this style of performance appraisal, employees are ranked in terms of forced allocations.

For instance, it is vital that the proportions be shared in the way that 10 or 20 % will be the highest levels of performances, while 70 or 80% will be in the middle level and the rest will be in the lowest one.

11. Behavioral Observation Scales

The method based on the scales of observation on behaviors is the one in which important tasks that workers have performed during their working time will be assessed on a regular basis.

Chapter -4

Coaching, Mentoring and counseling

Q.1 What is coaching

Ans. Coaching is providing feedback, usually to executives and managers, about how to reach their personal best in their organizational leadership role. In her capacity as “coach,” the Human Resources professional will do everything from active listening through providing test results that highlight a manager’s strengths and weaknesses.

Q.2 Why do we use Coaching Services in human resources management?

Ans. We use Coaching Services in human resources management to :-

Attract, motivate and retain: By developing staff skills you can motivate existing employees, appeal to new applicants and retain your valued HR resources.

Reduce costs: Why waste money on unnecessary training courses, or additional staffing costs, when you can develop the skills you need with expert guidance and support from performHR.

Increase effectiveness: Improve the efficiency of your organisation by equipping your staff to address HR-related projects quickly and effectively.

Be part of a team: Work with a mentor and a network of likeminded HR professionals to test new ideas and share experiences collaboratively.

Achieve more: Increasing in-house HR expertise with support from HR mentors enables your organisation to independently complete new projects, review HR practices and achieve more for your business.

Q.3 What are Mentoring services includes?

Ans. HR Mentoring Services include:

- Individual training needs analysis and assessment of current skills-base
- Tailored personal development plans aimed to develop specific expertise
- Training options to suit your learning style
- On-hand support and encouragement from HR experts
- Professional networking opportunities

Q.4 What is the importance of counseling in management?

Ans. Counseling is defined as a way of relating and responding to another person so that he/she is helped to explore his thoughts, feelings and behavior to reach a clear self-understanding. Also, the person is helped to find and use his/her strengths to be able to cope more effectively with making appropriate decisions, or taking appropriate action. 2

The ability to counsel is an important skill for managers and caring co-workers. Organizations that have people trained in counseling will be better able to handle their people issues than those that do not. Staffs who is feeling anxious, stressed, or unhappy will not be able to perform very well on the job despite their background and experience. If they have had an opportunity to talk through their problems with a trained counselor, they will be able to be much more productive. This will save the organization time and money.

Q.5 Why mentoring is important?

Ans. Mentoring is much more about coaching and counseling. It's much more about the qualitative and subjective parts of our job - dealing with frustration, giving constructive criticism, handling disappointment, behaving with humility and compassion, etc.

It's a responsibility we have to the agency. Part of what we need to give back to the agency is the development of people who can be part of and carry on the culture, so that future generations of people who work here can sustain the same mood, atmosphere and positive corporate citizenry that exist today.

Being a good mentor is a hard thing to do. It takes a serious commitment that takes precious time away from other important things – getting a job done, social life, family, etc.

Q.6 What's the Difference Between Coaching and Mentoring?

Ans The difference between coaching and mentoring isn't clear-cut. A mentor may draw on a number of approaches: teaching, coaching, and counselling. Indeed it can be argued that these areas often occupy the same developmental space. Nonetheless, one significant difference between mentoring and coaching and other forms of development is the relationship forged between two people.

Coaching

The focus of coaching is usually **task** and **performance**. The role of a *skills* or *performance* coach is to give feedback on observed performance. Consequently, coaching usually happens at the workplace.

The coach is likely to set or suggest goals for the learner; measuring performance periodically as the learner develops new skills. This needs a good working relationship between learner and coach.

Teaching

The focus of teaching is to impart **knowledge** and **information** through instruction and explanation. And the goal for the student is usually to pass a test. Once again, learning has a one-way flow. However, unlike coaching the closeness of the relationship between teacher and student is often low.

Counselling

The counsellor uses listening and questioning to build **self-awareness** and **self-confidence** in the client. The goal is to help the person deal with something difficult. Once again learning is one-way and the closeness of the relationship low.

Mentoring

The role of the mentor is to build **capability**. The *developmental* mentor helps the learner discover their own **wisdom** by encouraging them to work towards career goals or develop self-reliance.

The Mentor Helps the Learner Discover their Wisdom.

Chapter -5

Training and Development

Q.1 What is Training and Development?

Ans. **Training** is an educational process. People can learn new information, re-learn and reinforce existing knowledge and skills, and most importantly have time to think and consider what new options can help them improve their effectiveness at work. Effective trainings convey relevant and useful information that inform participants and develop skills and behaviors that can be transferred back to the workplace.

The goal of training is to create an impact that lasts beyond the end time of the training itself. The focus is on creating specific action steps and commitments that focus people's attention on incorporating their new skills and ideas back at work.

Training can be offered as skill development for individuals and groups. In general, trainings involve presentation and learning of content as a means for enhancing skill development and improving workplace behaviors.

Q.2 What is the importance of Training and Development?

Ans. Importance of Training and Development

- **Optimum Utilization of Human Resources** - Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.
- **Development of Human Resources** - Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.

- **Development of skills of employees** - Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.

Productivity - Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.

- **Team spirit** - Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
- **Organization Culture** - Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
- **Organization Climate** - Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- **Quality** - Training and Development helps in improving upon the quality of work and work-life.
- **Healthy work environment** - Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.
- **Health and Safety** - Training and Development helps in improving the health and safety of the organization thus preventing obsolescence.
- **Morale** - Training and Development helps in improving the morale of the work force.
- **Image** - Training and Development helps in creating a better corporate image.
- **Profitability** - Training and Development leads to improved profitability and more positive attitudes towards profit orientation.
- Training and Development aids in organizational development i.e. Organization gets more effective decision making and problem solving. It helps in understanding and carrying out **organisational policies**
- Training and Development helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.

Q.3 Explain the different methods of training.

Ans. Many methods of training are available- each has certain advantages and disadvantages. Here we list the different methods of training...you can comment on the pros and cons and make the examples concrete by imagining how they could be applied in training truck drivers.

1. Technology-Based Learning

The forms of training with technology are almost unlimited. A trainer also gets more of the learner's involvement than in any other environment and trainees have the benefit of learning at their own pace.

2. Simulators

Simulators are used to imitate real work experiences. Most simulators are very expensive but for certain jobs.

3. On-The-Job Training

Jumping right into work from day one can sometimes be the most effective type of training. On the-job training gives employees motivation to start the job. Some reports indicate that people learn more efficiently if they learn hands-on, rather than listening to an instructor. However, this method might not be for everyone, as it could be very stressful.

4. Coaching/Mentoring

Coaching/mentoring gives employees a chance to receive training one-on-one from an experienced professional. This usually takes place after another more formal process has taken place to expand on what trainees have already learned. coaching/mentoring gives trainees the chance to ask questions and receive thorough and honest answers - something they might not receive in a classroom with a group of people.

5. Lectures

Lectures usually take place in a classroom-format. It seems the only advantage to a lecture is the ability to get a huge amount of information to a lot of people in a short amount of time. It has been said to be the least effective of all training methods..

6. Group Discussions & Tutorials

These most likely take place in a classroom where a group of people discuss issues. A better form of training than lectures, it allows all trainees to discuss issues concerning the new program. It also enables every attendee to voice different ideas and bounce them off one another.

7. Role Playing

Role playing allows employees to act out issues that could occur in the workplace. Key skills often touched upon are negotiating and teamwork.

Role playing can be effective in connecting theory and practice, but may not be popular with people who don't feel comfortable performing in front of a group of people.

8. Management Games

Management games simulate real-life issues faced in the workplace. They attract all types of trainees including active, practical and reflective employees.

9. Outdoor Training

A nice break from regular classroom or computer-based training, the usual purpose of outdoor training is to develop teamwork skills. Outgoing and active participants may get the most out of this form of training. One risk trainers might encounter is distraction, or people who don't like outdoor activities.

10. Films & Videos

Films and videos can be used on their own or in conjunction with other training methods. Films and videos are good training tools, but have some of the same disadvantages as a lecture - i.e., no interaction from the trainees.

11. Case Studies

Case studies provide trainees with a chance to analyze and discuss real workplace issues. They develop analytical and problem-solving skills, and provide practical illustrations of principle or theory. They can also build a strong sense of teamwork as teams struggle together to make sense of a case.

12. Planned Reading

Basically planned reading is pre-stage preparation to more formal methods of

training. Some trainees need to grasp specific issues before heading into the classroom or the team-building session.

Conclusion

Many avenues exist to train employees. The key is to match the training method to the situation. Assess each training method implemented in the organization and get feedback from trainees to see if they learned anything. Then take the results from the most popular and most effective methods to design a specific training program.

Q.4 What is the importance of Training.

Ans. Importance of Training are :-

Development of skills of employees – Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.

- **Productivity** – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
- **Team spirit** – Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
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- **Training and Development** helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.

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Chapter- 6

Organisational Development

Q.1 What is organizational development?

Ans. OD can be defined as a long-term, more encompassing change approach meant to improve individual as well as organizational well being in changes situation”.

Characteristics of OD : The salient characteristics of OD implied in its definitions are gleaned as follows:

- 1- OD is systematic approach to the planned change.
- 2- OD is grounded in solid research and theory.
- 3- OD recognizes the reciprocal relationship between individuals and organizations.
- 4- It is a process that seeks to improve both individual and organizational well-being and effectiveness.

Q.2 Explain the Models of OD?

Ans. Models of OD

Lewin’s Model : Lewin’s model is based on premises that before actually introducing a change, organization needs to be prepared for changes, motivated to change and established and integrated the change into behaviors of organization.

- 1- Unfreezing: - No change occurs in a vacuum of no prior perspective. To the extent the new perspective differs from the old one, the old one then implies doubting of its own existence.
- 2- Changing:- Having unlearned his past experience, the individual is ready for new behavior and a change in perspective.
- 3- Refreezing:- In this final step, new attitudes, values ,and behaviors are established as the new status quo.

Larry Griener’s Model

According to Griener, change occurs in terms of certain sequential stages. The external stimulus pressurizes the management of organization to initiate change process.

Leavitt's Model

Leavitt's OD model is founded on the interactive nature of the various subsystems in a change process. In an organizational system, there are four interacting sub-systems: task, structure, people, and technology.

Action Research Model of OD

" Action research is the process of systematically collecting research data about an ongoing system relative to some objective, goal or need of that system, feeding these data back into the system, taking action by altering selected variables within the system based both on the data and on hypothesis, and evaluating the results of actions by collecting more data."

Q.3 Classify the OD intervention?

Ans. OD interventions refer to various activities which a consultant and client organization perform for improving organizational performance through enabling organizational members better manage their behavior, their work group, and organizational culture.

There are various interventions which is given by French and Bell. They are :-

- 1- Diagnostic Activities: Fact-finding activities designed to ascertain the state of the system, the status of a problem, the "way things are." Available methods are interviews, questionnaires, surveys, meetings, and examining organizational records.
- 2- Education and Training Activities: Activities designed to improve individual's skills, abilities, and knowledge. Several activities are available and several approaches possible.
- 3- Techno structural or Structural Activities: - Activities designed to improve the effectiveness of organizational structures and job designs.
- 4- Coaching and Counseling Activities: Activities that entail the consultant or other organization members working with individuals to help (a) define learning goals, (b) learn how others see their behavior , and (c) learn new behaviors to help them better achieve their goals.
- 5- Life-and Career-Planning Activities: Activities that enable individuals to focus on their life and career objectives and how to go about achieving them.

- 6- Planning and Goal-Setting:- Activities that include theory and experience in planning and goal setting, problem-solving models planning paradigms, ideal organization versus real organizational, "discrepancy" models, and the like.
- 7- Role Analysis: It is an extremely valuable method of training. It encourages thinking and creativity.
- 8- Strategic Management Activities : Activities that help key policy makers to reflect systematically on the organization's basic mission and goals and environmental demands, threats, and opportunities, and to engage in long-range action planning of both a reactive and proactive nature.
- 9- Organizational Transformation Activities: Activities that involve large-scale system changes; activities designed to fundamentally change the nature of the organization.
- 10- Sensitivity/T-Group Training: Sensitivity, T-group of laboratory training attempts to change individual behavior by placing participants in an unstructured, ambiguous situation and having them resolve the conflicts, which emerge as a result of ambiguity through interpersonal interactions.

Q.4 What is survey feedback explain its process.

Ans. The basic objectives of survey feedback are as follows:

- 1- To assist the organization in diagnosing its problems and developing action plan for problem solving.
- 2- To assist the group members to improve the relationships through discussion of common problems.

Process of Survey Feedback

Survey feedback usually proceeds with sequential activities involving data collections, feedback of information, developing action plan based on feedback and follow up:-

- 1- Data Collection: The first step in survey feedback is data collection usually by a consultant based on a structured questionnaire.
- 2- Feedback of Information: - After the data are analyzed, feedback is given to the persons who have participated in the filling-up of questionnaires.

Follows-up Action: Survey feedback program is not meaningful unless some follow-up action is taken based on the data collected

Q.5 What are the types of Teams?

Ans. Type of Teams are:-

In an organization, there may be different types of teams.

Lead Teams: A lead team consists of managers and their direct subordinates. This most usual form of team which works in every part of an organization

Cross-functional teams: A cross functional team is constituted by drawing personnel from different functional area, particularly from those functions which have high interdependence.

Problem-solving Team: A problem-solving team, also known as corrective action team, is constituted to solve specific problems which an organization may be facing.

Self-Managing Team: In today's context, more emphasis is given on self-managing teams, also known as empowered or self-directed team.

Q.6 What are the salient issues in OD?

Ans. Salient Issues in OD are :-

The salient issues involved in OD are as follows:

- 1- The OD effort should begin at the top of the organization i.e. management level and then should permeate down to the lowest level of organization
- 2- Whosoever be the client, be a particular target group or the total organization, it has its implications of OD effort.
- 3- The identification of change to be introduced depends on the nature and type of problem the organization is facing. Diagnostic studies help identify the needed change in the organization.
- 4- The consultant helps the client understand how to better help oneself.
- 5- The OD techniques can be implemented at individual level, and the organizational level depending upon where the change is to be brought.

- 6- No one OD technique is appropriate for different types of problems. Hence, the intervention techniques appropriate to problems at hand should be applied.

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Chapter -7

Quality of Work Life

Q.1 What is Quality of Work Life?

Ans. Quality of work life:-

It seeks to create a culture of work commitment in organization and society at large so as to ensure higher productivity and greater job satisfaction of the employees. In this chapter, we shall elaborate the concepts of quality circle and their relevance in the present-day world.

Eight major conceptual categories to provide a framework for analyzing its salient features:-

- a- Adequate and fair compensation
- b- Safe and healthy working conditions
- c- Immediate opportunity to use and develop human capacities.
- d- Future opportunity for continued growth and security
- e- Social integration in work environment
- f- Constitutionalism or the rule of law in the work organization
- g- Work and the total life space
- h- The social relevance of work life.

Q.2 What is the scope of Quality Work Life?

Ans. Scope of QWL

The workers expect the following needs to be fulfilled by their organizations:-

- 1- Fair and Reasonable Pay:- QWL is basically built around the concept of equitable pay. The employees must be paid their due share in the progress and prosperity of the firm.

- 2- Favorable and Safer Environment: - He further emphasizes the need for reasonable hours of work, favorable physical conditions of work, age restrictions, etc. to be followed by the organizations.
- 3- Employment Benefits: - They want a share in the profits of the organization in addition to medical, housing and welfare facilities.
- 4- Job Security: The workplace should offer security of employment. Layoffs and retrenchment are opposed tooth and nail by all categories of employees these days.
- 5- Job Satisfaction: The worker is living beings. They want to work on the jobs that will utilize their talents and thus satisfy them.
- 6- Provisions of Autonomy as well as Control for developing human resource: - As the nature of work has become highly monotonous, today the worker becomes more mechanical towards the machines and lacks controls on them.
- 7- Scope for Better Career Opportunities : Now a day , workers are not only concerned with their pay prospects, but also the scope for improving their pay prospects, but also the scope for improving their technical and academic skills.

Q.3 How can we measure Quality of Work Life?

Ans. Measures of QWL?

- 1- Job Involvement: - It represents the degree of an individual's identification with or ego involvement in the job.
- 2- Job Satisfaction: Job satisfaction is related to job involvement and people involved in their jobs are satisfied with their jobs and vice versa.
- 3- Sense of Competence:- It refers to the feelings of confidence that an individual has in his own competence.
- 4- Job Performance: - When an individual's job involvement, job satisfaction and sense of competence increase, there is a rise in job performance.
- 5- Productivity: - When the level of job performance increases, the output per unit of input goes up.

Q.4 Explain the principals of Quality Work Life?

Ans. Four basic principles are as follows:-

- 1- The principles of Security: - Quality of work life cannot be improved until employees are relieved of the anxiety, fear and loss of future employment.

- 2- The principle of Equity: - There should be a direct and positive relation between effort and rewards.
- 3- The Principle of Individualism:- Employees differ in terms of their attitudes , skill , potential etc.
- 4- The Principle of Democracy: - This means greater authority and responsibility to employees.

Q.5 What is quality circles explain with characteristics.

Ans. A quality circle is a completely voluntary group of 6 to 8 workers of a shop or department who meet regularly during company time once every fortnight or every month under the leadership of a trained foreman or section head to examine work related problems that affect the quality of output and to recommend to the management possible solutions to those problems.

Characteristics of Quality Circles

- 1- Small group of employees- optimum of 8-10 members
- 2- Members are from same work are or doing similar type of job
- 3- Membership is voluntary
- 4- Meet regularly for an hour every week
- 5- They meet to identify, analyze, and resolve work related problems.
- 6- Resolve work related problems, leading improvement in their total performance.
- 7- Quality circle enrich the work life of the employees

Q.6 What are the benefits of Quality Circles.

Ans. Quality circles are supposed to bring the following benefits for the organization:-

- 1- Formation of quality circle in Japan and other countries has helped in bringing out several innovations and changes in work methods and products
- 2- Quality circles have proved to be a valuable tool for increasing productivity, improving quality and increasing workers job satisfaction.
- 3- Membership in a quality circle means a participative environment that provides identification with the work-group.
- 4- Quality circles help in the development of the participants as they are encouraged to produce innovative ideas and find new ways to improve product quality.

- 5- Quality circles provide opportunities for better understanding among the members.
- 6- Quality circles create awareness of the potential of the worker

Q.7 What are the steps in the introduction of quality circle.

Ans. The steps in the introduction of quality circle:-

- 1- **Selling the Idea of Quality:** The workers must be educated the need and significance of quality circle from the point of view of the organization and the workers.
- 2- **Constitution of Quality Circle:-** The employees should be encouraged to form quality circles by drawing members doing the same kind of work.
- 3- **Analysis of Quality Problems:-** The members of a quality circle are supposed to meet periodically, say once a month.
- 4- **Problem Solving:-** The members of a quality circle will discuss the problems thoroughly and make a list of possible solutions.
- 5- **Presentation of Suggestions to the Management:** The suggestions for improving the quality are put in writing and forwarded to the management.
- 6- **Implementation:** Proper publicity should be given to the suggestions of quality circles which are being put into practice.

Q.8 Explain the main components of organizational culture and climate.

Ans. Following twelve dimensions should be used in studying organizational climate:-

- 1- **Supervision:** - The extent to which supervisions maintain good relations with their subordinates, offer them soci-emotional support and help in improving their skills and chances of advancement.
- 2- **Management of Reward:-** The extent to which rewards are related to performance and the required system of behavior in the organization.
- 3- **Communication :** The extent of flow of information in different directions and its mode (formal or informal)
- 4- **Trust:** - Who is trusted by management and to what extent? What is the extent of inter-personal trust?
- 5- **Decision making: Who Make Decisions:** - Whether people high in the hierarchy or those involved in the matter?
- 6- **Problem Management:** - How are problems viewed as irritants or as challenges how are they handled?

- 7- **Control:** - The extent to which people is formally controlled. Whether the organization is task-oriented or people oriented.

Q.9 Explain the main determinations of Organisational Culture.

Ans. Factors which influence the above dimensions of O.C are as under :

- 1- Economic Condition
- 2- Leadership Style
- 3- Organizational Policies
- 4- Managerial Assumptions About Human Nature
- 5- Managerial Values and Ethos
- 6- Employee's Characteristics
- 7- Organizational Size

Q.10 Explain the role of Culture.

Ans. The role of culture in an organization is :

- 1- To specify the goals and objective of the organization
- 2- To specify the relations that exist within the organizations
- 3- To specify what qualities are valued within organizational such as loyalty, confidentiality, dynamism, hard work and so on; and
- 4- To specify the wider context within which the organization operates.

Q.11 Explain the types of OC.

Ans. over the years a number of authors have used organizational cultures or classifying organizations into categories.

- 1- **Mechanistic Organizational Culture:** The mechanistic organizational culture exhibits the values of bureaucracy and feudalism.
- 2- **Organic Organizational Culture:** - The organic organizational culture is a contrast to mechanistic culture.
- 3- **Authoritarian Organizational Culture:** - In the authoritarian culture, power is concentrated in the boss and obedience to orders and discipline are stressed.
- 4- **Participative Organizational Culture:** The participative culture rests on the notion that people are more committed to decisions that are participatively made than to decision that are imposed upon them.
- 5- **Management System Culture:** - The management systems culture believes in an engineering approach to management.

- 6- **Entrepreneurial Organizational Culture :-** The entrepreneurial is one which favors growth , big deals and empire building , big vision , boldness in decision making and going in where angels fear to tread.
- 7- **Paternalistic or Familial Organizational Culture:** A culture that is very common in societies undergoing a transition from traditionalism to modernity is the paternalistic or familial organizational culture.
- 8- **Altruistic Organizational Culture:** The altruistic culture is commonly found in organizations that have dedicated themselves to doing social good.

Q.12 Explain the various aspects of indian Culture and HRD.

Ans. The various aspects can be:-

- 1- **Concern for Others:** In the Indian culture , there has always been concern for other, although this concern has not acquired the same character as in the western society, viz, concern for the community.
- 2- **Traditional:** Indian culture can be characterized amongst other strengths , by a tendency towards synthesis, absorbing various influence which impinge on the culture, and internalizing them.
- 3- **Dependency Motive:** Being a feudal culture, the dependency motive has been fairly strong in India. Dependency motive is characterized by a tendency to depend on and please the authority figure, and to expect others who are lower in the authority to do the same thing in turn.
- 4- **Casteism :** Although the caste system is disappearing from the country and has little influence in the sophisticated section of the society, the spirit of casteism, i.e. the tendency to stratify the society and organization into various levels, and developing different norms of behavior for different levels of the society, still dominates.
- 5- **Avoid Involvement or Open Discussion:** _ The tendency to depend on or refer to unknown factors is very high in the culture. This can be termed as fatalism. The general tendency is to see outside force as highly important.
- 6- **Individualism:** This characteristic (a tendency to keep on self uninvolved) may have some spiritual-religious roots. There is a general tendency to avoid involvement.
- 7- **More Emotional Rather than Realistic:** Indian culture by nature is individualistic, even though there has been a tendency to show concern for the world and others. Usually, Indian culture emphasis individual spiritual pursuits.

Chapter -8

Career Planning

Q.1 What is career Planning mention its objectives.

Ans. Career planning is relatively new personnel function. Organizational involvement in career planning is increasing, however. Many candidates, especially highly-educated ones, desire a career, not “just a job.” Many of today’s workers have high expectations about their jobs.

A career development system is a formal, organized, planned effort to achieve a balance between individual career needs and organizational workforce requirements.

Aims and Objectives of Career Planning

The principal objectives of career planning are :

- 1- To secure the right man at the right job and at the right time.
- 2- To maintain a contented team of employees
- 3- To provide adequate career avenues to employees to higher levels of responsibilities
- 4- To strengthen the retention program of the organization.

Q.2 What is the need of Career Planning .

Ans. Need of career planning are:-

- 1- Attract competent person and retain them in the organization.
- 2- Provide suitable promotional opportunities
- 3- Map out careers of employees suitable to their ability , and their willingness to be trained and developed for higher positions.
- 4- Ensure better utilization of managerial reserves within an organization
- 5- Reduce employee dissatisfaction and turnover

- 6- Improve employee morale and motivation by matching their skills to job requirements.
- 7- Provide guidance and encourage employee's needs to fulfill their potentials.
- 8- Achieve higher productivity and organization development.

Q.3 What do you understand by Individual Career Planning?

Ans. Individual Career Planning

Planning the career is not an easy matter. Successful career planning requires that every individual should set realistic goals. Determine the strengths and weakness in his job performance and develop skills that make him marketable.

Individual career planning takes the following factors into account:-

- 1- Preparing Personal Profile:- The first important things in career planning is the presentation of personal profile. It consists of various personality traits of the person.
- 2- Formulating Personal and Professional Goals: - Both personal and professional goals should be formulated to plan one's career.
- 3- Analyzing Environment Effect:- A good career planning requires a systematic analysis of the environment for opportunities.
- 4- Analysis of Strengths and Weakness:- The strengths and weaknesses of a person should be matched with job requirements and environmental opportunities.
- 5- Development Alternatives: A good carrier planning requires the development of several alternatives. The alternative is assessed in view of the environment and the opportunities available.
- 6- Developing Contingency Plans : The career plans are developed in the environment of uncertainty. Even though some future assumptions are made, but these my not prove correct.
- 7- Monitoring Career Plan: The career plan should be monitored to find out if it goes as per the assumption or not. Some adjustments may be needed as required by a particular situation.

Q.4 Explain the important terms in Career Planning.

Ans. Important Terms in Career Planning:-

- 1- Career : A career is all the jobs that are held during one's working , life.
- 2- Career goals :- Future positions one tries to reach as part of a career.
- 3- Career cycle:- The stage through which a person's career evolves.
- 4- Career paths: These are flexible lines of progression through which employees typically move.
- 5- Career anchors:- They are distinct patterns of self-perceived talents, attitudes , motives and values that guide and stabilize a person's career after several years of real-world experience and feedback.
- 6- Career progression: Making progress in one's career through a series of right moves
- 7- Career planning: The process by which one selects career goals and the path to those goals.
- 8- Career development: The personal actions one undertakes to achieve a career plan.
- 9- Career planning and development: Extending help to employees to form realistic career goals and the opportunities to realize them.
- 10- Career counseling: The process of advising employees on setting career goals and assisting them find suitable career paths.
- 11- Career Management : It is the continuing process of setting career goals , formulating and implementing strategies for reaching the goals and monitoring the results.
- 12- Mid-career crisis:- The period occurring between the mid-thirties and mid-forties during which people often make a major reassessment of their progress relative to their original career goals and ambitions.
- 13- Reality shock:- A period that may occur at the initial career entry when the new employee's high job expectations confront the reality of a boring, unchallenging job.
- 14- Plateauing:- A condition of stagnating in one's current job.
- 15- Mentor: Someone who extends informal career advice and assistance.

Q.5 What is Career Development.

Ans. CAREER DEVELOPMENT

- 1- Challenging Initial jobs:- Generally, employees who receive challenging job assignments early in their careers do better on later jobs.
- 2- Dissemination of Career Option Information:- As managers identify career path that successful employees should follow, within the organization they should make this information available..
- 3- Job Postings: To provide information to all employees about job openings, management can use job posting.

- 4- *Assessment Centers: By putting people through assessment centers, managers can obtain observable evidence of their ability to do certain jobs.*
- 5- *Continuing Education and Training: The education and training in an effective career development program could include on the job training, education or skills courses offered within the organization or outside courses provided by colleges, universities or specialized institute.*
- 6- *Career Development Workshop: By bringing together groups of employees with their supervisors and managers, problems and misconceptions can be identified and resolved.*
- 7- *Periodic Job Changes: Job changes can take the form of vertical promotion, lateral transfer or assignments. Varied experiences present new tests.*
- 8- *Sabbaticals (leave granted at intervals) An extended leave can allow time for attending executive development conferences, uninterrupted reading, accepting a visiting lectureship at a university , or other such activities that may enhance one's career development.*

Q.6 *What is succession planning and what it includes explain.*

Ans. *Succession planning includes the following activities:*

- 1- Analysis of the demand for managers and professionals by company level, function and skill.
- 2- Audit for existing executives and projection of likely future supply from internal and external sources.
- 3- Planning of individual career paths based on objective estimates of future needs and drawing on reliable performance appraisals and assessments of potential.
- 4- Career counseling undertaken in the context of a realistic understanding of the future needs of the firm, as well as those of the individuals.
- 5- Accelerated promotions, targets against the future needs of the business.
- 6- Performance related training and development to prepare individuals for future roles as well as current responsibilities
- 7- Planned strategic recruitment not only to fill short-term needs but also future needs.
- 8- The actual activities by which opening are filled.

Chapter-9

Empowerment

Q.1 What is empowerment and what are the main characteristics of empowerment.

Ans. "Empowerment is simply gaining the power to make your voice heard, to contribute to plans and decisions that affect you, to use your expertise at work improve your performance and with it the performance of your whole organization."

Characteristics of Empowered Organizations

Organizations with high level of empowerment usually have the following characteristics:

- 1- Empowered organizations put emphasis on delegation, decentralization, and diffusion of power and information.
- 2- Their organization hierarchy is flat instead of series of levels which command and control the one immediately beneath them.
- 3- They appoint fewer managers with wider responsibilities. The span of management is well above twenty in which a manager's role shifts from controller to coach and mentor.
- 4- They set unstructured guidelines so the employees know their decision making parameters.
- 5- They appoint fewer managers with wider responsibilities. The span of management is well above twenty in which a manager's role shifts from controller to coach and mentor.
- 6- Their employee-related core value is employee satisfaction.
- 7- They invest lots of time and efforts to ensure that newly recruited employees are able to handle workplace freedom.

Q.2 What is empowerment process.

Ans. Empowerment is a complex process because of involvement of human beings whose nature itself is quite complex.

- 1- Recalling Depowering and Empowering Experience: Empowerment does not occur through rigid prescription by an organization.
- 2- Discussing Reasons for Depowerment: After identifying the events that show depowerment, it is required to identify the reasons for depowerment.
- 3- Choosing One Issue/Problem/Project Work on: - After identifying the reasons of depowerment concrete steps have to be taken for overcoming depowerment.
- 4- Identifying Potential Power Bases: At this stage, potential power bases should be identified. Since power is a capacity to influence others.
- 5- Development and Implementing Action Plans: After identifying potential power bases, the organization should initiate development and implementation of action plans for empowerment.

Q.2 What are the barriers to empowerment.

Ans. Barriers to Empowerment:-

- 1- Incongruent Organization Culture: Organizational culture affects different process and system which include empowerment too.
- 2- Love for Authority: A superior is unlikely to delegate his authority especially if he is autocrat.
- 3- Maintenance of Tight Control: A manager does not delegate authority because he wants to maintain tight control over the operations assigned to him
- 4- Fear of Subordinates:- A manager may not delegate adequate authority because of fears of subordinates. The fear of a subordinate's growth may be real.
- 5- Fear of Exposure: A superior manager, specially a weak one, may not like to delegate simply because adequate delegation may reveal managerial shortcomings being practiced.
- 6- Attitudes towards Subordinates: Delegation of authority is a particular kind of trust between superior and his subordinates.
- 7- Personality of Superior: Personality factors of superior also affect the degree of delegation of authority.

Chapter-10

Human Resources Information System

Q. 1 What do you understand by HRIS what are its main objectives.

Ans. MEANING OF HRIS:-

“Human resource information system means the system of gathering, classifying, processing, recording and disseminating the information required for efficient and effective management of human resources in an organization.

Objective Of HRIS

1. To offer an adequate , comprehensive and on-going information system about people and jobs
2. To supply up-to-date information at a reasonable cost.
3. To offer data security and personal privacy. Data security is a technical problem that can be dealt with in several ways, including passwords and elaborate codes.

Q.2 What is the functioning of Human Resource Information System.

Ans. Functioning of Human Resource Information System

- 1- Data Collection
- 2- Data Management

1- Data Collection: Who should collect what data and in what form and how often? The nature and the form of data will vary from organization to organization depending upon its objectives.

2- Data Management: A good data management system involves following sub-functions:-

- i- Processing operations
- ii- Storage of data
- iii- Retrieval of data , whenever required.
- iv- Evaluation
- v- Dissemination

Q.3 What is the need of Human Resources Information system?

Ans. Need of HRIS:-

- I- Large organization employ a very large number of people
- II- In case of organizations which are geographically dispersed every office requires timely and accurate information for manpower management.
- III- Salary packages are becoming very complex consisting of many allowance and deductions.
- IV- An employer has to comply with several labor laws.
- V- With the help of information system employee records and files can be integrated for fast retrieval, cross referencing and forecasting.

Q.4 Explain the benefits and limitations of HRIS.

Ans. **Benefits of HRIS**

- HRIS can process, store and retrieve enormous quantities of data in an economical way.
- The records can be updated quickly
- There is improved accuracy
- HRIS can greatly reduce fragmentation and duplication of data information can be readily manipulate, merged and disaggregated in response to special and complex demands and presented promptly.

Limitations of HRIS

- It can be expensive in terms of money and manpower requirement.
- Its effective application needs large-scale computer literacy among the employees responsible for maintaining HRIS.
- If the personnel designing HRIS are not competent enough in their works, there is, then, mismatch between data provided by the HRIS and data required by the managers.
- Computers cannot replace human beings because human interventions will always be there to improve the existing situation.
- Absence of continuous up-dating of HRIS makes the information stale which is considered as good as no information.

Chapter-11

HRD Audit

Q.1 What is Human resources development Audit.

Ans. An audit is a means by which an organization can measure where it currently stands and determine what it has to accomplish to improve its human resources function. It involves systematically reviewing all aspects of human resources.

Objective of HRD Audit

- 1- To make the HR function business-driven
- 2- Change of leadership
- 3- To take stock of things & to improve HRD for expanding, diversifying & entering into a fast growth phase
- 4- For growth & diversification
- 5- For promoting professionalism among employees & to switch over to professional management
- 6- To find out the reasons for low productivity & improve HRD strategies.
- 7- Dissatisfaction with a particular component.
- 8- To become employer of choice

Q.2 What are the benefits of HRD Audit.

Ans. Benefits of HRD Audit:-

- HRD audits is cost effective
- It can give many insights into a company's affairs
- It could get the top management to think in terms of strategic and long term business plans
- Changes in the styles of top management
- Role clarity of HRD Department and the role of line managers in HRD
- Improvements in HRD systems
- Increased focus on human resources and human competencies
- Better recruitment policies and more professional staff

- More planning and more cost effective training
- Strengthening accountabilities through appraisal systems and other mechanisms.

Q.3 What is involved in Good HRD system ?

Ans

- Top Management Philosophy and Understanding
- Competent HR staff and department
- Line Managers Attitude
- Union and Employee support
- Use of Appropriate Systems
- Periodic Renewal Exercises
- Business Relevance of HRD systems and practices

Q.4 What is the methodology of HRD Audit.

Ans. Methodology of HRD Audit

- 1- Examines long term and short term plans and vision to assess competency requirements
- 2- Identifies broad competency requirements for future business goals.
- 3- Examines the existing HRD strategies, systems and practices and assess their appropriateness to have the required competencies.
- 4- Examines the adequacies and inadequacies of HRD structure, staff and their competencies, line managers and their attitudes, top management and their support, unions and their role in competence building for future.
- 5- Suggests mechanisms for improving all these in the business context.

Q.5 What is the need of HRD in INDIA Give an Overview.

Ans. Need for HRD in the Indian Context

- 1- Restructuring of Organizations: Many Indian companies are restructuring their organization structures by thinning their management ranks and expanding their spans of control.
- 2- Emphasis on Core Competency: With the licensing era coming to an end in India, companies now no longer need to pre-emptively secure licenses in diverse and unrelated area to outwit their competitors.
- 3- Technological Changes : Recent spurt in computerization and technological up gradation is , on the on hand, streamlining process and paper work and increasing quality , service and speed and on the other hand making several jobs obsolescent.
- 4- Work Force Empowerment: For the corporate democracy to become a reality , many companies are now vesting their employees with greater authority , expanding their job titles and increasing their accountability.
- 5- More Attention so Special Categories of Workers: With the special categories of workers such as physically handicapped, women, religious minority , backward and other forming the ever increasing proportion of the total work force every year measure.
- 6- Greater Employee Commitment : In a study of 7,500 large companies in 13 countries conducted by the Walker Information ad CSM Worldwide Network, and Indianapolis-based organization.
- 7- More Research in HRD: Continuous research is needed to discover new HRD methods and interventions

Multiple Choice Questions

- Q.1 In a small organization a proprietor performs all the functions but as the organization grow it is necessary.
1. Delegation of duties
 2. Specialization
 3. Delegation of power
 4. Delegation of responsibility
- Q2 Line managers are authorized to direct the work of
1. Superiors
 2. Subordinates
 3. Coordinators
 4. Managers
- Q.3 In many large organization HRD manager is a part of .
1. Board of directors
 2. Board of managers
 3. Board of educations
 4. Company
- Q.4 HRD professionals should continuously exchange
1. Their experiences
 2. Their thoughts
 3. Their views
 4. Their working
- Q.5 HRD system are designed to suit the
1. Organizational culture
 2. Human resources
 3. Economy of the country
 4. Markets
- Q.6 Who can appraise the performance of the employee.
1. Supervisors
 2. Peers

3. Self
 4. All of above
- Q.7 How often should an employee be assessed.
1. Monthly
 2. Yearly
 3. Quarterly
 4. Any of them
- Q.8 This method involve an evaluators written report appraising an employee's performance.
1. Essay methods
 2. Checklist methods
 3. Field review of method
 4. Critical incident method
- Q.9 Behavioral anchored rating scales are rating scales whose scale points are defined by statement of
1. Effective and ineffective behavior
 2. Internal and external behavior
 3. Personal and impersonal behavior
 4. None of these
- Q.10 Establishing performance standards are necessary for
1. Appraisal process
 2. Performance process
 3. Discuss performance
 4. None of these
- Q.11 This is the use of an experienced person.
1. Mentoring
 2. Coaching
 3. Counseling
 4. None of these
- Q.12 Mentoring is of two types
1. Natural mentoring and planned mentoring

2. Natural mentoring and Process mentoring
 3. designed mentoring and undersigned mentoring
 4. None of these
- Q.13 A coach, a senior, and a teacher is the role of a
1. Mentor
 2. Coach
 3. Manager
 4. Supervisor
- Q.14 This is a focused conversation that facilitates learning and raises performance at work.
1. Coaching
 2. Interviewing
 3. Checking
 4. Analyzing
- Q.15 In coaching personal issues can be discussed to
1. The development of organization
 2. The individual development
 3. The self development
 4. None of these
- Q.16 Organization has to offer their employees opportunities to
1. Continuous learn and develop
 2. Training
 3. One time learning
 4. None of these

Key Terms :-

Administrative Services Only (ASO): The hiring of a firm (usually a health care vendor) to handle certain administrative tasks. The firm does not assume any risk but merely carries out the specialized functions that the employer cannot or does not want to do. For example, an employer funds its own dental insurance claim payments but pays the ASO firm to process the claims.

Accessibility: The extent to which a contractor's or employer's facility is readily approachable and does not inhibit the mobility of individuals with disabilities, particularly such areas as the personnel office, worksite and public areas.

Affirmative action: Proactive policies aimed at increasing the employment opportunities of certain groups (typically, minority men and/or women of all racial groups). Title 5, Section 503 of the Rehabilitation Act requires that affirmative action be taken in employment of persons with disabilities by Federal contractors. Affirmative action was designed to rectify past discrimination but has been controversial since its inception.

Affirmative Action Plan (AAP): A written set of specific, results-oriented procedures to be followed. Intended to remedy the effects of past discrimination against or underutilization of women and minorities. The effectiveness of the plan is measured by the results it actually achieves rather than by the results intended and by the good faith efforts undertaken.

Agent (Insurance): An employee who sells the products owned by the company, in contrast to a broker, who sells the insurance products of several

Balanced Scorecard: A strategic planning and management system that is used to tie business activities to the vision and strategy of the organization, improve internal and external communications, and monitor performance against goals. Developed in the early 1990's by Drs. Robert Kaplan and David Norton, the balanced scorecard measure four areas of business: internal business processes, financial performance, customer knowledge, and learning and growth.

Benchmark Job: A job commonly found in the workforce for which pay and other relevant data are readily available. Benchmark jobs are used to make pay comparisons

and job evaluations.

Benchmarking: A technique using specific standards to make comparisons between different organizations or different segments of the organizations, with the intent of improving a product or service.

Benefits Administration: Software that helps companies manage and track employee participation in benefits programs such as healthcare, flexible spending accounts, pension plans, etc. This software helps automate and streamline the complex and otherwise time-consuming tasks of benefits administration.

Behaviorally anchored rating scale (BARS): An appraisal that requires raters to list important dimensions of a particular job and collect information regarding the critical behaviors that distinguishes between successful and unsuccessful performance. These critical behaviors are then categorized and appointed a numerical value used as the basis for rating performance.

Behavioral-based interview: An interview technique used to determine whether a candidate is qualified for a position based on their past behavior. The interviewer asks the candidate for specific examples from past work experience when certain behaviors were exhibited.

Behavioral competency: The behavior qualities and character traits of a person. These act as markers that can predict how successful a person will be at the position he/she is applying for. Employers should determine in advance what behavioral competencies fit the position and create interview questions to find out if the candidate possesses them.

Capitated Pricing: Vendors deliver contracted services for a set amount of money per employee per month. This can be a risky strategy for vendors whose profitability is directly tied to how much the services are or are not used (e.g., EAPs).

Carrier: A vendor in the employee benefits space. More commonly used in reference to health care. Carriers (e.g., Met Life, Blue Cross, Aetna, etc.) sell their products through Brokers & Consultants, but may also sell to an employer directly.

Carve-Out: The elimination of coverage of a specific category of benefit services (e.g. vision care, mental health/psychological services, or prescription drugs). The employer opts out of certain services with one vendor and contracts another to deliver them.

Casual employment: The practice of hiring employees on an as-needed basis, either as a replacement for permanent full-time employees who are out on short and long-term

absences or to meet employer's additional staffing needs during peak business periods.

Change management: A deliberate approach for transitioning individuals or organizations from one state to another in order to manage and monitor the change. Change management can be conducted on a continuous basis, on a regular schedule (such as an annual review), or when deemed necessary on a program-by-program basis.

Disciplinary procedure: A standardized process that an organization commits to when dealing with an employee who has breached the terms of employment in some way. If this procedure is not standardized and fair, the organization may face discrimination or other legal charges.

Discrimination: The favoring of one group of people, resulting in unfair treatment of other groups.

Disease Management: An information-based process involving the continuous improvement of care (prevention, treatment and management) throughout the delivery of health care. Effective disease management can mean decreased health care costs.

E-Recruitment: Web-based software that handles the various processes included in recruiting and onboarding job candidates. These may include workforce planning, requisitioning, candidate acquisition, applicant tracking and reporting (regulatory or company analytics).

E-Learning: E-learning is a method of education via the Internet or other computer related resources. It presents just-in-time information in a flexible learning plan. E-learning can be combined with face-to-face courses for a blended learning approach.

Emotional Intelligence: Based on the book of the same name by Daniel Goleman, Emotional Intelligence is the ability to recognize, assess and manage their own and others' emotions.

Employee Assessments: Tests used to help employers in pre-hire situations to select candidates best suited for open positions. These tests can sometimes be taken via the Internet and can provide employees with effective training, assist managers in becoming more effective, and promote people into appropriate positions. Types of assessments include those to determine personality, aptitude and skills.

Employee engagement: Employee engagement, also called worker engagement, is a business management concept. An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests.

Employee Relations: Developing, maintaining, and improving the relationship between employer and employee by effectively and proactively communicating with employees, processing grievances/disputes, etc.

Forced Ranking: Also known as a vitality curve, this is a system of work performance evaluation in which employees are compared against each other instead of against fixed standards. Based on the "20/80 Rule" idea, that 20 percent of employees do 80 percent of the meaningful, productive work, the top 20 percent of workers are rewarded and, oftentimes, the bottom 10 percent are fired.

Freedom of association: The right of workers to join a union and to bargain collectively. This right is protected by the Universal Declaration of Human Rights and the Human Rights Act of 1993.

Full-time equivalent (FTE): A value assigned to signify the number of full-time employees that could have been employed if the reported number of hours worked by part-time employees had been worked by full-time employees instead.

Functional job analysis: Developed by the U.S. Department of Labor, functional job analysis is a method of gathering specific and detailed job information. This information can be used to write job descriptions.

HR Audit: A periodic measurement of human resources effectiveness, conducted by internal staff or with the use of an HR audit system.

HR Generalist: An individual who is able to perform more than one diversified human resources function, rather than specializing in one specific function.

Human Capital: The collective skills, knowledge and competencies of an organization's people that enables them to create economic value.

Industrial relations: A field of study that examines the relationship between employer and employees, particularly groups of workers in unions.

Intangible rewards: A subjective benefit that has no monetary value, such as praise for excellent performance.

Job analysis: The process of gathering information about the requirements and necessary skills of a job in order to create a job description.

Job Board: An online location that provides an up-to-date listing of current job vacancies in various industries. Applicants are able to apply for employment through the job board itself. Many job boards have a variety of additional services to help job seekers manage their careers and their ongoing job search processes.

Job classification: A method of evaluation used for job comparisons, which groups jobs into a prearranged number of grades, each having a class description and a specified pay range.

Job Description: A written statement that explains the responsibilities and qualifications of a given job, based on a job analysis. The job description usually includes specific required tasks as well as an overview of the position and whom the employee reports to.

Job evaluation: A comparison of one job with other jobs in a company for the purpose of assessing fair compensation.

360 Survey: An employee feedback program whereby an employee is rated by surveys distributed to his or her co-workers, customers, and managers. HR departments may use this feedback to help develop an individual's skill or they may integrate it into performance management programs.

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