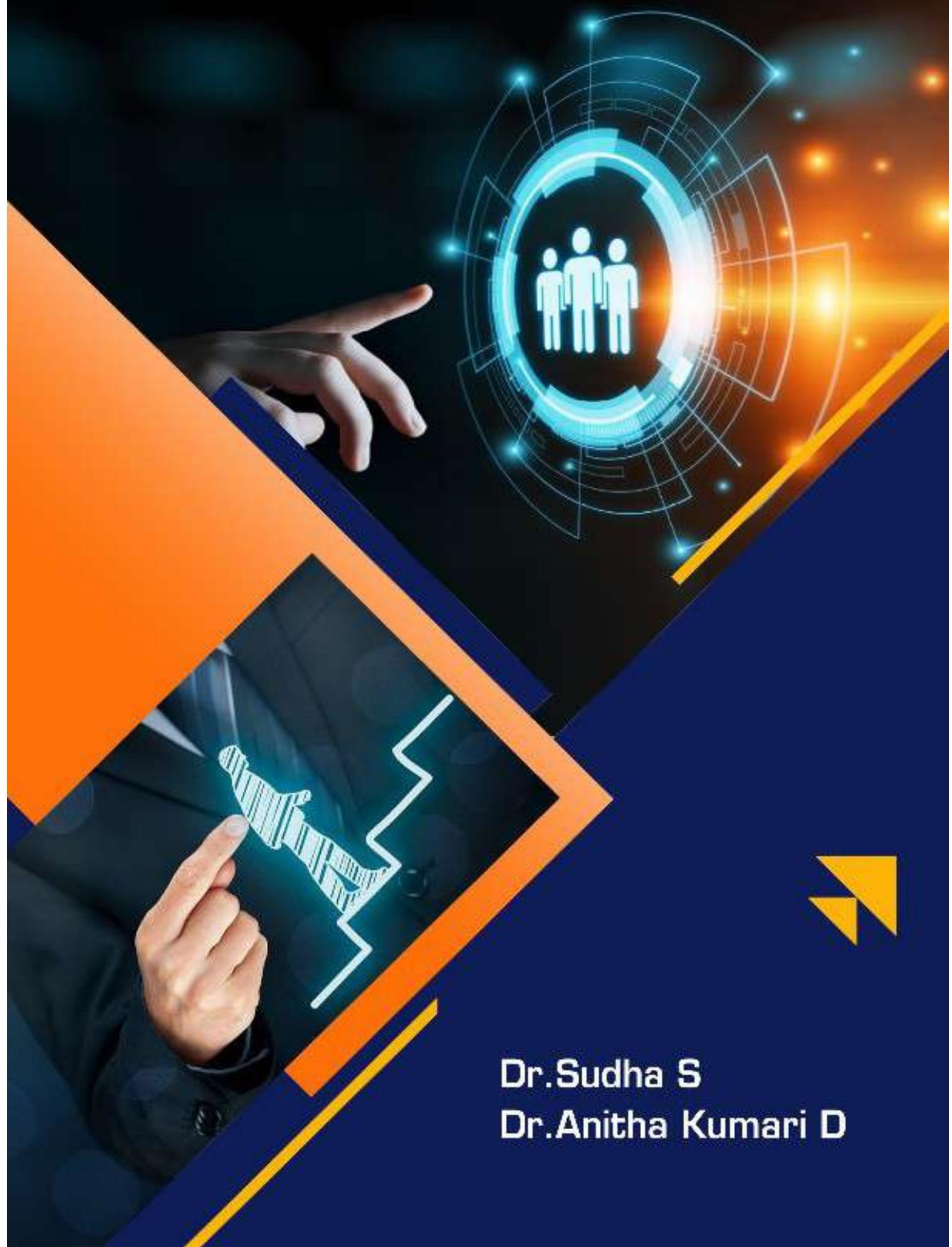


HUMAN RESOURCE MANAGEMENT



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PREFACE

Human Resource Management (HRM) is the backbone of any organization, ensuring that the right people are recruited, trained, motivated, and retained to achieve business success. In today's rapidly evolving business landscape, HRM has transitioned from a traditional administrative function to a strategic partner that drives organizational growth, innovation, and employee satisfaction. This book/report aims to provide a comprehensive understanding of the principles, practices, and emerging trends in HRM. It covers key areas such as recruitment and selection, performance management, employee relations, compensation and benefits, organizational development, and HR analytics. Additionally, it explores the impact of technology, globalization, and changing workforce dynamics on HR practices. In today's dynamic work environment, HRM must adapt to digital transformation, remote work trends, diversity and inclusion, and changing labor laws. This book explores these critical issues, offering insights into how HR professionals can navigate complex workforce challenges while fostering a culture of collaboration, innovation, and well-being. Whether you are a student, HR professional, business leader, or entrepreneur, this resource will equip you with the knowledge and skills needed to navigate the complexities of human resource management effectively. By integrating theoretical concepts with real-world case studies and practical insights, this book/report serves as a valuable guide to fostering a productive, engaged, and high-performing workforce.

TABLE OF CONTENTS

Chapter	Contents	Page No
1	Introduction to Human Resource Management	1-11
2	Human Resource Policies and Procedures	12-17
3	Qualities, Roles & Responsibilities of Human Resource Managers	18-22
4	HR as a Factor of Competitive Advantage	23-27
5	Human Resource Planning & Job Analysis and Design	28-41
6	Recruitment - Selection And Placement Process and Interviews	42-58
7	Orientation & Induction	59-64
8	Determining Training Needs Analysis, Delivery Methodology, Evaluation, Capacity Building	65-73
9	Career Planning & Development, Employee Development	74-79
10	Career Stages – Career Choices and Preference	80-82
11	Mentoring and Coaching, Time Management And HRIS	83-98

12	Employee Separations, Downsizing & Outplacement, Fundamentals of Industrial Relations and Fundamentals of Labour Laws	99-107
13	Meaning and Purpose of Performance Management, Performance Appraisal Methods, Merits and Demerits	108-116
14	Punishment and Promotion	117-126
15	Job Evaluation and Salary Fixation	127-130
16	Contemporary Issues in HRM	131-140
17	Work Life Balance, Quality of Work Life and Human Resource Development in India	141-145
<i>References</i>		146

CHAPTER 1

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT



Source: <https://www.linkedin.com/pulse/human-resources-management-serkan-baran-%C3%B6z/>

1.1 INTRODUCTION AND DEFINITION OF HUMAN RESOURCES MANAGEMENT

Human Resource Management is the administration of human resources. It is a purpose of an organization to enhance the performance of the workers for the benefit of an employer's strategic goals. The entire goal of Human Resource Management Deals with this fundamental problem of Managing work place relations. Since 1980's the concept of human resources has increased receiving in both academic and commercial circle. HRM is a whole world organizational function that attracts concepts and notions from different fields such as management, psychology, sociology and economics. There is no best way to manage people and no manager has formulated how people can be managed effectively, because people are complex beings with complex needs. Effective HRM depends very much on the causes and conditions that an organizational setting would provide. Any Organization has three basic components, People, Purpose, and Structure

1.2 DEFINITION OF HUMAN RESOURCES MANAGEMENT

Some of the famous definitions are given below:

Invancevich and Glueck, “HRM is concerned with the most effective use of people to achieve organizational and individual goals. It is the way of managing people at work, so that they give their best to the organization”.

Opportunity of human resources management



Source: <https://mnrsolutions.in/scope-of-human-resourcemanagement/>

The major opportunities in the field of human resources are as follows:

Human Resource Planning refers to a process by which the company to identify the number of jobs vacant, whether the company has excess staff or shortage.

Job analysis gives a detailed explanation about each and every job in the company.

Recruitment and selection: - Based on information collected from job analysis the company prepares advertisements and publishes them in the newspapers. This is recruitment. A number of applications are received after the advertisement is published, interviews are conducted and the right employee is selected thus recruitment and selection.

Orientation and induction:- Once the employees have been selected an induction or orientation program is conducted.

Training and development: - Every employee goes under training program which helps him to put up a better performance on the job. Training program is also conducted for existing staff that have a lot of experience. This is called refresher training.

Performance appraisal: - Once the employee has put in around 1 year of service, performance appraisal is conducted that is the Human Resource department checks the performance of the employee.

Compensation planning and remuneration: - There are various rules regarding compensation and other benefits.

Motivation, welfare, health and safety: - Motivation becomes important to sustain the number of employees in the company.

It is the job of the Human Resource department to look into the different methods of motivation.

Apart from this certain health and safety regulations have to be followed for the benefits of the employees.

This is also handled by the HR department.

Industrial relations

This will help the organization to prevent strikes, lockouts and ensure smooth working in the company.

1.4 Characteristics of human resources management



Source: <https://www.youtube.com/watch?v=hCETmcCnWgo>

HRM is a management function that helps manager's to recruit, select, train and develop members for an organization. HRM is concerned with people's dimension in organizations. The following constitute the core of HRM

1. Practical Implementation of Basic Foundations. The functions and principles are applied to acquiring, developing, maintaining and providing remuneration to employees in organization.
2. Employee-related decisions to be a part of organization and human resource department.
3. Decisions about different aspects of employees should be included with other human resource (HR) decisions.
4. Decisions impact the effectiveness of an organization.
5. Organization effectiveness will lead to better services to the customer in the form of quality products delivered at affordable prices.
6. HRM Functions are not Confined to Business Establishments: Only but applicable to non- business organizations such as education, health care, recreation and like. HRM refers to a set of programs, functions and activities designed and carried out in order to maximize both employee as well as organizational effectiveness.

1.5 OBJECTIVES AND EVOLUTION OF HUMAN RESOURCES MANAGEMENT

Organizational Objectives:

HRM is a means by which efficiency and effectiveness are achieved. HRM helps other functions in such a way that they may gain efficiency in their functioning as well as goal attainment such that they become efficient.

Functional Objectives:

HRM performs so many purposes for other departments. It should help to perform in different departments.

2. Personal Objectives:

The personal development of employees are looked into. Employee development and their personalized role need to be achieved. Organizations need to have separate policies and procedures to enhance and encourage the function.

2. Societal Objectives:

HRM check with the law and environmental aspects. Both men and women need to get equal opportunity regarding work.

The objectives of hrm can be extended further and they are as follows:

1. **Human capital** : supporting the organization getting the right candidates for the organizations.
2. **Developing organizational climate**: organizational climate should encourage employees to pursue their personal career goals.
3. Helps to maintain proper standards and helps to practice better practice implementation.
4. Helping to get a proper and professional relationship among employees.
5. To provide organization with well-trained and well-motivated employees. Assisting in securing and promoting a healthy and safe working environment. Creating strategies for satisfying the employees' economic, psychological, and social needs and,

simultaneously, enabling the company to retain its productive labour force.

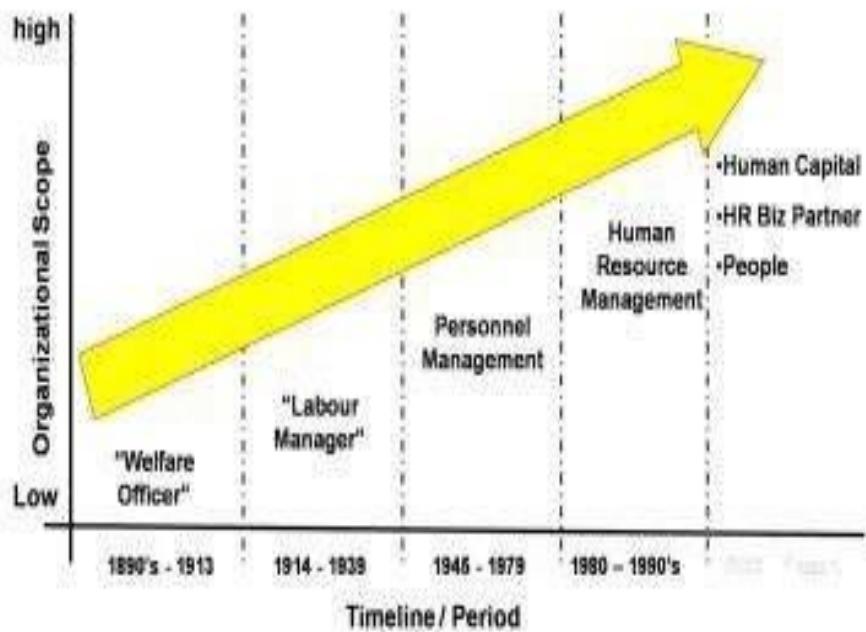
6. Complying With relevant provincial, territorial, and federal laws that affect the workplace, such as but not limited to human rights, employment equity, occupational health and safety, employment standards, and labour relations legislation.

Compliance is necessary in helping the organization attain its goals.

7. To increase the employees satisfaction and self-actualization
8. To develop and maintain the quality of work life
9. To communicate HR policies to all employees.

1.6 EVOLUTION OF HRM

Evolution of HRM ...



Source: <https://www.linkedin.com/pulse/evolution-hr-management-rashid-ahmed-6oizc/>

Human resource management highlights before industrial revolution. It highlights the thumb rule of standard wages, record maintenance and taking care of the employees.

POST INDUSTRIAL REVOLUTION: Frederick W. Taylor gave principles of scientific management (1857 to 1911) led to the evolution of scientific human resource management approach which was involved in

- Worker's training
- Maintaining wage uniformity
- Focus on attaining better productivity.

HAWTHORNE STUDIES, (1927 TO 1940). – Observations and findings of Hawthorne experiment shifted the focus of Human resource from increasing worker's productivity to increasing worker's efficiency through greater work satisfaction.

Douglas McGregor Theory X and Theory Y (1960) and Abraham Maslow's Hierarchy of needs (1954) – These studies and observations led to the transition from the administrative and passive Personnel Management approach to a more dynamic Human Resource Management approach which considered workers as a valuable resource.

Difference between personnel human resources management and human resource management



Source: https://www.youtube.com/watch?v=TA_yxiO-Q_8

- Personnel Management: Personnel management is a traditional

approach of managing people in the organization. Human resource management is a modern approach of managing people and their strengths in the organization.

- Personnel management focuses on personnel administration, employee welfare and labor relation. Human resource management focuses on acquisition, development, motivation and maintenance of human resources in the organization.
- Personnel management assumes people as a input for achieving desired output. Humanresource management assumes people as an important and valuable resource forachieving desired output.
- Under personnel management, personnel function is undertaken for employee's satisfaction. Under human resource management, administrative function is undertakenfor goal achievement.
- Under personnel management, job design is done on the basis of division of labor. Under human resource management, job design function is done on the basis of groupwork/team work.
- Under personnel management, employees are provided with less training and development opportunities. Under human resource management, employees are provided with more training and development opportunities.
- Personnel management is a regular function. Human resource management is a function carried out by top management.

Personnel management focuses on productivity and employee satisfaction. Human resource management focuses on efficiency, employee participation and modern concepts as to humans.

1.7 Current Trends in Human Resource Management

Human Resource Management (HRM) is undergoing significant transformation due to technological advancements, evolving work models, and changing employee expectations. Organizations focus on integrating digital solutions, enhancing employee well-being, and promoting diversity to create a more dynamic and effective workforce. The following key trends highlight how HRM is adapting to the modern business landscape.

One of the most prominent trends in HRM is the use of Artificial Intelligence (AI) and automation in various HR processes. AI-powered tools are streamlining recruitment by automatically screening resumes, conducting initial interviews via chatbots, and analyzing candidate suitability. Additionally, automation is improving efficiency in administrative tasks such as payroll processing, employee inquiries, and compliance tracking. With the help of predictive analytics, HR professionals can now forecast employee retention, engagement levels, and workforce needs, leading to more strategic decision-making.

The shift towards hybrid and remote work models has fundamentally changed workplace dynamics. Companies are moving beyond traditional office setups and embracing flexible work arrangements that prioritize productivity over physical presence. Advanced collaboration tools such as Zoom, Microsoft Teams, and Slack have become essential in ensuring smooth communication and team coordination. Organizations are also redefining performance metrics to focus on outcomes rather than hours worked, allowing employees greater autonomy while maintaining accountability.

Another critical focus area in HRM is employee well-being and mental health. Organizations are increasingly recognizing the importance of fostering a supportive work environment. Many companies now offer wellness programs that include mental health counselling, stress management workshops, and flexible work schedules to promote a healthy work-life balance. Employers understand that a mentally and physically healthy workforce contributes to higher job satisfaction and improved productivity.

The shift toward skills-based hiring and continuous upskilling is also gaining traction. Instead of solely relying on academic qualifications, companies are placing more emphasis on skills and competencies when hiring. Internal training programs and Learning Management Systems (LMS) are being widely adopted to help employees reskill and upskill, ensuring they stay relevant in a rapidly evolving job market. Organizations are investing in digital learning platforms, mentorship programs, and certifications to bridge skill gaps and enhance workforce capabilities.

Diversity, Equity, and Inclusion (DEI) has become a key priority for HR professionals. Companies are working to create more inclusive workplaces by implementing bias-free hiring processes, ensuring pay equity, and fostering diverse leadership teams. AI-driven analytics are helping HR teams assess and eliminate unconscious bias in recruitment and promotion decisions. Transparent DEI policies not only improve company reputation but also enhance employee morale and innovation.

The growing importance of HR analytics and data-driven decision-making is transforming how organizations manage their workforce. HR professionals are leveraging data to measure employee engagement, predict turnover risks, and optimize workforce planning. Sentiment analysis tools are helping HR teams gather insights from employee feedback, allowing for proactive interventions to improve workplace culture. By utilizing real-time analytics, companies can make informed decisions that positively impact employee satisfaction and business performance.

The rise of the gig economy and contingent workforce has also led to a shift in traditional employment models. More companies are hiring freelancers, contract workers, and gig workers to meet short-term project needs. Platforms such as Upwork, Fiverr, and Toptal have made it easier for businesses to access specialized talent. As a result, HR departments are adapting policies to manage non-traditional workforces effectively, ensuring compliance with labor laws while offering flexibility to workers.

Employee experience (EX) and engagement are becoming central to HR strategies. Organizations are focusing on creating a positive work environment by offering personalized benefits, gamified learning experiences, and AI-driven employee support systems. Enhanced employee engagement leads to higher retention rates and improved performance, making it a key factor in organizational success.

Furthermore, Environmental, Social, and Governance (ESG) initiatives are influencing HR practices. Companies are incorporating sustainability into their HR policies by adopting green practices such as paperless processes, eco-friendly workplaces, and ethical labour standards. Corporate Social

Responsibility (CSR) initiatives are being aligned with HRM to ensure that organizations operate ethically and contribute positively to society.

Lastly, compliance and data privacy are becoming more critical than ever. With the rise in digital HR systems and AI-driven decision-making, organizations must ensure the ethical use of employee data. Regulations such as the General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA) are enforcing strict guidelines on data security and employee privacy. HR teams must stay updated on evolving labor laws and implement best practices for safeguarding sensitive information.

Summary

It is critical that today's organizations align their human resources to better meet strategic objectives. Organization are always result oriented. It checks out for time and resources. Proper mission and vision statements of the organization conveys the organization success and future growth.

The trends in human resource management has been quite impressive in recent years. Gig economy, free lance, artificial intelligence, compliance, eco friendly initiatives and employee well being have become the need of the hour.

Terminal Questions

1. Elaborate the HR practices in organization?
2. Explain the evolution of HRM?
3. Explain the roles & qualities of HR manager.

CHAPTER 2

HUMAN RESOURCE POLICIES AND PROCEDURES



Source:<https://www.linkedin.com/pulse/understanding-hr-policies-procedures-comprehensive-guide-anand-tiwari-fgltf/>

2.1 Meaning of HR Policies

Human Resource management policies are official, needs to be document and requires the approval of board of directors.

Human Resource management policies needs to connect with work place and various human relations aspects. It is very complex in nature and should be according to the organizational policies and procedures.

Human resource policies are the set of formal rules and guidelines that businesses implements to recruit, select, assess and performance management. These policies, are formulated as it helps to reduce the misunderstandings and provide clarity in the rights and obligations of the organization.

2.2 Features of HR Policy

1. **Orientation:** reviews the policy and acceptable behavior of the employees are reviewed.
2. **Accountability:** This creates a sense of answerability in each employee and agrees them to more easily take corrective action, up to and including finishing, in the event that the employee knowingly and intentionally disrupts the company strategies.
3. **Code of Conduct:** Human resource policies normally takes in to

account the conduct and the behavior and actions that should be and should not implemented

4. **Consistency:** It helps to bring uniformity among employees. HR policies ensure not only that all employees follow the rules.
5. **Responsibility:** It highlights the responsibility of every employee in the organization.

2.3 Objectives of HR Policy

Peter Drucker has rightly said, The management must gear its policies and objectives in such a fashion that the employees perform their work and do their assigned tasks.

- The first main aim is to Place right person in the right place at the right time.
- To train every employee for existing and forthcoming jobs.
- To Create organization as all teams co-ordinate for the purpose of work.
- To look out for sufficient infrastructure facilities..
- To Generate better organizational climate for employees.
- To provide security with opportunity, incentive, rewards and recognition.

2.4 Benefits of HR Policy



Source: <https://2hatslogic.medium.com/hr-policies-and-its-importance-e17fe6ac015c>

- It is quite clear that HR policies outline what and how HR professionals undertake their day to day activities in the workplace.
- It provides a sense of direction to the organization.
- It highlights the better and effective utilization of resources in organizations.
- It leads to better performance.
- It engages the employees and leads to better productivity in organizations.
- The major benefit is that it helps to provide a balance between employee's personal life and professional life.
- Clear cut policies are established and implemented for every department in the organization.
- They set employee expectations with regard to their career growth
- They help you address employee grievances and disputes
- They speed up the decision-making process on various HR matters
- They help ensure all employees are treated equally and fairly

2.5 Meaning of HR Procedures:



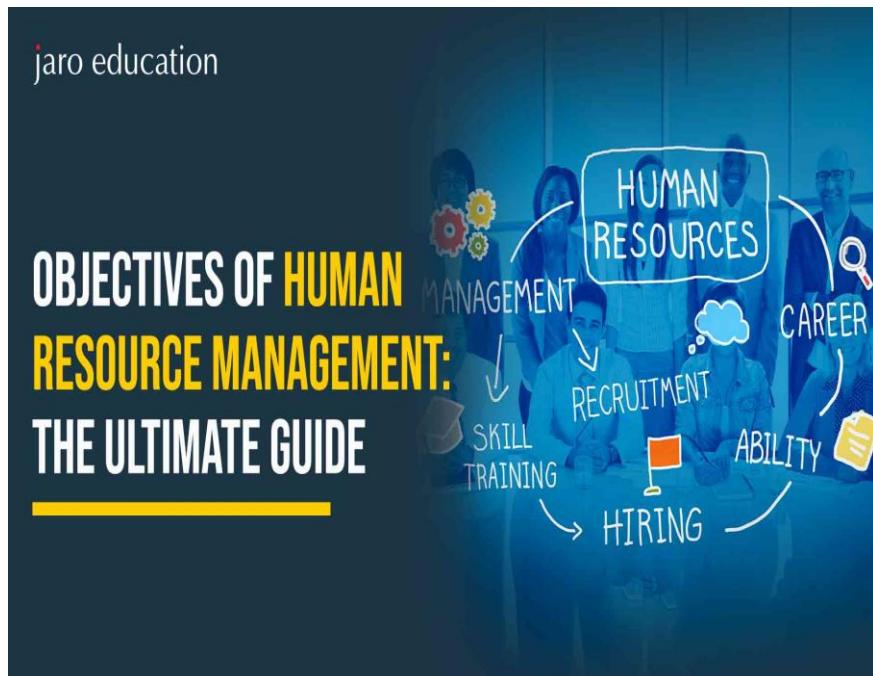
Source: <https://www.hibob.com/hr-glossary/hr-processes/>

HR Procedures are a list of action cyclic procedure in human resources that link to credentials with comprehensive procedures. The human resource policies and procedures help in comparison to employee conduct, attendance, and punctuality. the human resource policies and procedures which set the basic performance outcomes that every employee should achieve at his job position during a course of time.

HR procedures often take the form of standard operating procedure (SOP) documents.

The SOP are provided for all the hr policies like recruitment, dress code and conduct, employee discipline, Termination policy, Working hours and overtime Performance evaluation and promotion

2.6 Objectives of HR Procedures:



Source: <https://www.jaroeducation.com/blog/objectives-of-human-resource-management/>

They are as follows:

1. A proper employee to be recruited and must work as per the policies and procedures of the organization.

2. It speaks about the way things in the company need to be carried out and executed. Human resource policies and procedures are a very important aspect of the workplace.
3. They offer protection to employees, provide guidance to management, and ensure that organizations comply with government regulations and mandates.
4. It offers emotional and physical stability to employees: They should try to understand the attitude, requirements and feelings of employees, and motivate them whenever and wherever required.
5. Balance Between Employees and Management: Profits, sincerity, cooperation, commitment, and loyalty are the expectations of management, while improved wages and salary, safety and security, health working conditions, career growth, and participative work are the expectations of employees from management.
6. Training, Development and Compensation: The organization must give appropriate training, employee development to achieve organizational objectives. Compensation management assists in the retention of employees in the organization.
7. Performance Appraisal: This process should not be treated as a routine task by the human resource manager. If the employees are not receiving appropriate feedback from them, it might influence their future work.
7. In contributing to well-being and advancement and improve the image of the organization, it is required to develop human resources policies and procedures.
8. If the human resources follow the procedures and policies, not only can they carry out their job responsibilities in the correct manner, but also would enhance discipline at the workplace.
9. The policies and procedures must be interested in the context of different areas like, technical, clerical, management, administration and so on.

• Summary

When the employees are recruited in the organizations, they must undergo training and development programs. In these

programs, they are taught knowledge regarding human resources policies and procedures. When the human resources adhere to the policies and procedures, they are able to gain to a large degree.

Terminal Questions

1. Explain human resource procedures?
2. Describe human resource policies?
3. Explain the various objectives of human resource policies?

CHAPTER 3

QUALITIES, ROLES & RESPONSIBILITIES OF HUMAN RESOURCE MANAGERS

Key Roles & Responsibilities of HR in Organization



Source: www.startuphrtoolkit

3.1 Meaning of Qualities of HR Managers

Effective Human Resource managers are ambitious and organized individuals who desire to Assist organizations in reaching their objectives and employees achieving their potential.

The attributes can be explained as characteristics of the hr manger. The characteristics ought to assist the workers in the firms in being successful in achieving their objectives.

3.2 List of Traits of Human Resource Managers

They are:

- Sympathetic Attitude
- Quick Decisions

- Integrity
- Patience
- Formal Authority
- Leadership
- Social Responsibility
- Good Communication Skills

3.3 Roles of human resource managers

Counselling role is one of the major functions of personnel manager. As a counsellor, the personnel manager sits down with the employees and discusses the issues pertaining to career, health, family, finance, social life and attempt to find solutions to their problems and advise them on how to resolve the same. Other roles are that of a mediator, formulating policies, representative role, decision making role, leadership and welfare role. In this article, we will discuss the function of a personnel manager in an organization

The Advisory Role

In an organization on a day-to-day basis, line managers encounter a myriad of problems relating to personnel management. It is at this point where a personnel manager intervenes and advises on the same since he is well versed with the laws and practices that encompass human resources.

Representative Role

He is also responsible to act as the representative of the company and to convey management policies that impact the individuals in the organization. He is most suitable for this task since he has a broader picture of the company's operations.

Decision-making Role

He plays a significant role in decision-making regarding issues on human resources. He also makes and develops policies and programs of personnel management

Responsibilities of human resource managers

Human resources managers typically work as generalists overseeing multiple areas, although in large organizations they may be

specialists overseeing a team of other HR specialists. No matter how a business is organized, common responsibilities of HR managers include:

•Job analysis:

Specifying the duties of jobs and the knowledge and ability required for them

• Recruitment and staffing:

Getting, interviewing, and hiring the appropriate individuals to fill organization's requirements

• Organization and use of the workforce:

Creating an organizational structure that is most effective with human resources and setting up of proper communication systems

• Maintenance of the workforce:

Managing health, safety, and worker-management matters, including enforcement of civic workplace legislation

• Training and development:

Assessing the educational needs of workers and creating programs to satisfy them

• Performance appraisal:

Measuring employee job performance to provide feedback and utilize in deciding promotions, increases in salary, and ending employment

• Employee rewards:

Creating programs to reward employees for achievement and encourage them to keep performing at a high level

• Diversity, equity, and inclusion:

Creating programs and processes to guarantee that all employees, customers and candidates are treated equally and without bias

3.4 Line & Staff Roles

Line Authority in HRM

Line authority proceeds from top to bottom through the chain of command. Line and staff relationship authority grants a manager or executive a definite level of power concerning the performance of a specific business task. Human resources managers have line authority by

virtue of their power over the HR department. They consult with human resources staffers on hiring decisions and dictate policies on acquiring new talent, creating benefits packages and crafting termination procedures. Line and staff aspects of HRM dictates that when a business is seeking a pool of qualified candidates, the human resources manager is likely to hand a team member a stack of applications, along with the minimum qualifications for the job. This team member will then comb through the applications and pull the most promising ones to follow up with.

Staff Authority in HRM

Staff authority gives some managers the power to offer advice or suggestions to those managers with line authority, which includes the right to propose new ideas in an attempt to make improvements in line operations. While managers with staff authority do not have the same direct power over subordinates as those with line authority, they can provide useful propositions. Human resources managers have staff authority in nearly every department, because they provide advice and proposals on hiring levels, budgets and qualifications for new employees. If the marketing department is looking to hire a social media specialist, the human resources manager will know the industry standards, as well as the budget for hiring that position. Using this knowledge, they will help guide the hiring manager as they choose the best candidate for the job.

.5 Competitive challenges influencing HRM

Recruitment and Selection:

- Finding a correct candidate for the position among numerous applicants is a fundamental issue for the human resource manager. Emotional and Physical Stability of Employees: adequate emotional balance of employees. They should attempt to know the attitude, needs and emotions of employees, and motivate them wherever and whenever necessary. Indian labour market possesses a high degree of employment in the informal or unorganized sector of the overall working population which is marked by a lack of a written or enforceable employee contract during most of the time. Government has brought Unorganized workers social security Act to address above problem.

Liberalization of economy provided that rising private sectors have to recruit workers in large numbers. The mindset of fresh young Indians has shifted from holding the same old conventional career for a lifetime to plunder promotions in their career. The economic growth challenges have placed pressures on businesses to keep and encourage workers to achieve high work efficiency. According to Human Development Report (HDR) 2020, India is ranked 129 out of 162, one-fifth of Indians working is "skilled". The above statistics have prompted the Indian organizations to have plans to make their employees more competitive. High Performance Work force study 2007 states that firms have not found their employees to be competitive.

- KPMG 2020 States that HR has to be an upgraded function The second challenge is the attrition rate of professionals stands at 20 percent. The majority of the companies have appointed HR Directors with board membership (lacking earlier).
- Actually, in 2019, fewer than 3% of incumbent directors on Fortune 1000 boards were present or past HR executives, says Korn Ferry. That's roughly 300 of 10,000 directors. • Overall competence of HR departments must be improved through effective training.
- Indian companies must advocate for decent work, uphold the rights of employees and treat employees fairly at work place.

Summary

The qualities can be defined as traits of the human resource manager. The traits should help the employees in the organizations in becoming successful in attaining their goals. Human resource managers coordinate with various departments. They shoulder lot of responsibilities. They also face lot of challenges. So, in this chapter concentrates on roles, responsibilities and various qualities of human resource managers in organizations.

Terminal Questions

- Explain the role of human resource managers?
- Outline the various challenges faced by human resource managers?

CHAPTER 4

HR AS A FACTOR OF COMPETITIVE ADVANTAGE



Source:<https://www.lanteria.com/news/why-your-company-needs-human-resource-competitive-advantage-strategy>

4.1 Competitive advantage in HR definition

Competitive advantage in Human Resources highlights the trait and quality of the working personnel. Their skill sets cannot be copied and provides a competitive advantage to the organization. Human Resource is plays a vital role in creating strong competitive advantage through their human resources practices and policies – productivity and on employee happiness is an advantage that often results in superior and top customer service, which helps drive sales of the organization.

Human Resources (HR) serves as a critical factor in achieving competitive advantage by fostering a skilled, motivated, and engaged workforce. A strong HR function ensures effective talent acquisition and retention by hiring individuals with the right skills and aligning workforce capabilities with business objectives. Retaining top talent through career development opportunities and engagement programs reduces turnover costs and strengthens the organization's stability. The organizations are looking out for more retention programs since the challenge of attrition is very large challenge. Furthermore, continuous training and leadership development

help employees to stay updated with industry trends and technologies, ensuring long-term adaptability and innovation.

HR also plays a key role in performance management by designing systems that align individual contributions with organizational goals. By implementing incentive programs, recognition initiatives, and structured feedback mechanisms, HR enhances employee motivation and productivity. Organizational culture should possess good policies and procedures that are supportive to employees. Employees are considered to be the assets of the organization. Additionally, a strong organizational culture and high employee engagement contribute to collaboration, creativity, and overall business growth and success. When employees feel valued and engaged, they are more committed to the company's success, leading to higher performance and lower attrition rates.

The integration of HR analytics and workforce planning further strengthens an organization's competitive edge by making data-driven decisions regarding workforce allocation, productivity, and succession planning. Predictive analytics help HR professionals anticipate turnover risks and proactively address workforce challenges. Data analytics have started to gain prominence in the past few years. Using data in building employee programs are really helping top management now a days. In addition, diversity and inclusion (D&I) initiatives contribute to fostering innovation, problem-solving, and better decision-making by incorporating diverse perspectives within teams. Organizations that prioritize Diversity & Inclusion are not only attract top talent but also enhance their employer branding.

Employee well-being and work-life balance are also crucial factors in gaining a competitive advantage. HR-driven wellness programs, flexible work policies, and mental health initiatives contribute to higher job satisfaction, lower absenteeism, and increased productivity. Lastly, compliance with labor laws and ethical HR practices ensures legal risk mitigation and strengthens the organization's reputation. Ethical leadership fosters trust, transparency, and a positive workplace culture, further reinforcing the company's standing in the industry.

4.2 Can Human Resources Can Be Used as a Competitive Advantage?

Some of the main points are as follows:

- **HR can use data to analyze turnover rates and determine where problems may lie**, thus allowing the company to more quickly find issues and get them resolved. For example, if the data show that most turnover is from new hires, the team can focus on what problems may be the cause of that. Or if the data show that one group has a higher turnover rate than the rest of the business, focus can be turned there.
- HR can assist managers in finding the appropriate talent to acquire the skills the company requires to grow and remain competitive.
 - HR knowledge can enable the organization to be aware of where to seek specialized talent when required.
 - • HR can give an indication of the going market rates for talent and what it may take to acquire top-quality hires.
 - HR can analyze the competitive talent pool and decide what compensation approach will be most aligned with company objectives.
 - HR can provide insight into the structure of other companies in your field—perhaps there is something that can be applied to help decide what jobs the company still needs to establish or fill to become or stay competitive.
HR can utilize data to demonstrate how the employees' skill sets are changing over time, and to demonstrate business leaders where skills gaps could be so that those gaps can be filled in advance.
 - HR can create employee development pipelines that consider the long-term and strategic needs of the organization so that key employees receive the proper training before it needs to be used. This affects retention and enhances the skill sets for the organization as a whole while keeping the organization ahead of big-picture competitive issues.

- HR can utilize data to identify potential employee problems before they become issues. By monitoring employee engagement scores over time, for instance, HR can learn when engagement is declining — hopefully before it has a serious effect on morale and turnover—so the organization can address it sooner rather than later.
- HR can design succession plans which consider the company's strategic priorities.
- This could enable the company to stay in business even if there is rotation in the principal positions.
- HR can Survey who are top performers and signal to the management who needs to be accelerated into promotions and special projects.
- HR guidance on legal issues can keep the organization out of costly legal problems.

4.3 Advantages

The strategic integration of HR as a competitive advantage offers numerous benefits that directly impact an organization's success and sustainability.

- ★ One of the most significant advantages is improved employee performance and productivity.
- ★ When organizations invest in talent acquisition, training, and performance management, employees become more skilled, engaged, and motivated to contribute to the company's goals. This leads to higher efficiency, innovation, and overall business growth. Additionally, strong Human Resource practices enhance employee satisfaction and retention, reducing turnover costs and ensuring workforce stability.
- ★ By fostering a positive work environment and career development opportunities, organizations can attract and retain top talent, securing long-term success.
- ★ Another key benefit is the creation of a strong organizational culture that promotes collaboration, creativity, and adaptability.

- ★ A well-managed culture fosters trust and alignment between employees and leadership, driving better decision-making and teamwork.
- ★ HR's role in diversity and inclusion initiatives enhances innovation by bringing diverse perspectives to problem-solving, making the organization more resilient in a competitive market.
- ★ Employee well-being initiatives further contribute to reduced absenteeism and increased job satisfaction, leading to higher performance levels.
- ★ From a financial standpoint, HR-driven workforce planning and predictive analytics optimize resource allocation and reduce unnecessary costs. It has brought cost effectiveness to the companies.
- ★ Data-driven decision-making allows organizations to anticipate talent needs, mitigate turnover risks, and improve succession planning, ensuring business continuity.
- ★ Additionally, compliance with labour laws and ethical employment practices protects organizations from legal risks, maintaining their reputation and credibility in the industry.
- ★ Ultimately, leveraging HR as a competitive advantage enables organizations to build a high-performing workforce, strengthen employer branding, and drive sustainable growth.
- ★ Companies that prioritize strategic HR management not only outperform competitors but also create a thriving workplace that supports long-term business success.

Summary

Competitive advantage is very helpful for organization in brand building. It can be leveraged by the firms and lots of advantages. It plays a vital role in solving the potential employee issues. It helps in finding potential leaders through succession planning.

Terminal Questions

- How human resource management can contribute towards the competitive advantage of the organization?

CHAPTER 5

HUMAN RESOURCE PLANNING & JOB ANALYSIS AND DESIGN

5.1 Introduction to Human Resource Planning

Human resource planning is the term used to describe how companies ensure that their staff is the right staff to carry out the jobs. Sub topics include planning for staff retention, planning for candidate search training and skills analysis and much more. Human Resource Planning is 'the process by which management ensures that it has the right personnel who are capable of completing those tasks that help the organization reach its objectives.'

- It comprises of : Recruitment and selection starts with hr planning.
- Human resources planning is a method that identifies present and the forthcoming needs of the organization and to find ways to achieve its aims.
- Human resources planning should serve as a bridge among various functions towards the strategic part of the companies
- It is the procedure of confirming the ways to fill the vacancies that arises in the concerns.
- It takes up and combine most of the future work.
- The company needs to make decisions on the approaches and ways it will adopt for recruitment positions. It happens mostly inside the firms.
- Each option requires different personnel plans.
- Present employees within may require training, development and coaching plans, hence based on that vacancy may arises. This is called **build approach**.
- On the other hand if the company is going to recruit from outside then it needs to know what the recruitment sources to be utilized. This is **called buy approaches to employment planning**

5.2 Meaning & features of Human Resource Planning

Human Resource Planning is 'the procedure where by which top management makes sure correct and people who are capable of

completing the tasks that help the organization reach its aims. Human resource planning is the term used to describe how companies ensure that their staff is the right staff to carry out the jobs. Sub topics include planning for staff retention, planning for candidate search training and skills analysis and much more.

Features of Human Resource Planning

- 1. Future Oriented:** this function provides lot of scope for future preparation of the organization.
- 2. Continuous Process:** The human resource planning prepared today has its own base for future and follows.

3. Optimum Utilization of Human Resources

Human resource planning focuses on optimum and maximum utilization of resources in the organization. It checks how the employees are utilized in a productive manner and increases the productivity of the organization.

4. Right Kinds and Numbers

Human resource planning determines the right number and kind of people at the right time and right place who are capable of performing the required jobs.

5. Determination of Demand and Supply

- Human resource planning is a process of determining demand for and supply of human resources in the organization
- **Related To Corporate Plan**
- Human resource planning is an integral part of overall corporate plan of the organization. It can be formulated at strategic, tactical and operational levels.
- A Part of Human Resource Management System
- As a part of total human resource management system, human resource planning is regarded as a component or element of HRM which is concerned with acquisition and assessment of manpower.

5.3 Effective Human resources planning :

- What will be our needs resulting from expansion, contraction or business changes ?
- Who (staff) will we have available during the future planning period after attrition, promotion?
- How to adjust or influence movement within the organization to help us meet our needs (transfers, promotions, redeployment) ?
- What will be our recruitment needs be next year ?
- address the above questions future numbers, levels and organizational deployment of talent,
- For effective and successful HRP it is important we address staff utilization and how to utilize them.
- For staff utilization, capabilities and talent along with work activities plays a vital role
- future availability of talent requires examination of the flows of employees, within an organization over specific periods of time.
- It is fundamental for companies to forecast changes in their talent supply losses resulting from turnover and availability changes due to transfers and promotions.

5.4 Quantitative analysis approach to HRP

- It is sophisticated statistical planning methods include modeling or multiple predictive techniques.
- Several mathematical models, with the aid of computers are also used to forecast HR needs, e.g., optimization models, budget and planning analysis.
- Trend analysis is a very famous technique which helps you to know the pattern of future
- Here past trends are taken as the base.
- Ratio-trend analysis
- Regression analysis speaks about the relationship among the variables. Statistical analysis
- Work-study Techniques is based on job, role, enrichment, job specification, career advancement and its scope.

- Delphi Techniques- an ancient Greek technique. It estimates of personnel needs through group of experts or judges, usually managers, in the form of feedback. Feedback is the base for this approach.

5.5 Human resources planning process



Source: <https://www.hrmexam.com/2022/08/19/the-7-steps-of-human-resources-planning/>

In this stage, organizations' try to develop their awareness about the detailed manpower scenario with a holistic view along with the objectives of HRP, looking at their current manpower. A **SWOT** analysis can show a clear trend about the business external environment, performance and productivity patterns, best practices, implementation and top management plans. The organization know its requirements about the human resources in the organization, and the further step is to take check the current employees in the organization. The count needs to be taken. The HR inventory should not only relate to data concerning numbers, ages, and locations, but also an analysis of individuals and skills. HR analytics play a vital role. After analyzing the present manpower in the firm, the next step is to Forecast. Further investigation, will help the

organization to take in to the next phase of HRP process, analysis of demand and supply of manpower is done.

There are different models of demand forecasting. Manpower supply analysis is done considering both internal and external supply. While doing internal supply analysis, career planning and development, training and development and succession plan aspects are considered along with corporate policies and procedures.

The organization need to check out for manpower gaps and formulate the strategies as per policies of the organization. HR planning requires that we gather data on the organizational goals objectives. One should understand where the organization wants to go and how it wants to get to that point.

Audit: HR inventory calls for collection of data, the HR audit requires systematic examination and analysis of this data. The concept of HR analytics and development of IT infrastructure should be made by the organizations.

The check needs to look in to present challenges of the companies. Challenges like labor turnover, training costs needs to be checked. Based on this information, one can then be able to predict what will happen to HR in the future, in the organization. Training and development of manpower is another strategic tool need to be looked into as a alternate source.

HR Resource Plan: People are the greatest assets in any organization. The organization is at liberty to develop its employee and its development. The organizations needs to have its own practices. It will help to identify and improve the organization capacity.

Human Resource Planning (HRP) Process

Human Resource Planning (HRP) is a systematic process that ensures an organization has the right number of employees with the right skills at the right time.

It aligns workforce requirements with business goals to enhance efficiency and competitiveness. The HRP process consists of the following key steps:

1. Analyzing Organizational Objectives

The first step in HRP involves understanding the organization's short-term medium term and long-term objectives. Business strategies such as expansion, diversification, or cost-cutting directly impact workforce planning. The objectives varies as per the time period. HR professionals must align workforce requirements with organizational goals to ensure business success.

2. Assessing Current Workforce

This step involves evaluating the existing workforce in terms of skills, experience, performance, and demographics. HR professionals analyse workforce productivity, employee turnover rates, and competency gaps to determine whether current staff can meet future business needs. This is the basic data needed to asses the current workforce.

3. Forecasting HR Demand and Supply

HR forecasts future workforce requirements based on business plans, market trends, and technological advancements. Demand forecasting estimates the number and types of employees needed, while supply forecasting assesses the availability of talent internally and externally. There are various methods use to estimate the data of demand and supply.

4. Identifying Gaps and Developing HR Strategies

After demand and supply analysis, HR identifies gaps in workforce availability. If there is a surplus of employees, HR may plan for redeployment or downsizing. If there is a shortage, recruitment, training, or outsourcing strategies are implemented to bridge the gap.

5. Implementing HR Plans

Once strategies are developed, HR executes recruitment, training, retention, and workforce development plans. Policies related to compensation, career development, and performance management are also aligned to attract and retain talent.

6. Monitoring, Evaluation, and Feedback

HR continuously monitors the effectiveness of workforce planning strategies. Regular assessments, employee feedback, and performance metrics help refine HR plans, ensuring they remain aligned with organizational goals and market dynamics.

The above are said to be the human resource planning process.

5.6 Benefits of human resource planning

- helps in forecasting the future needs
- cost effective
- Better planning for the employee development.
- Training programs become more effective.
- It helps to make the strategic decisions related to the hiring and training of the manpower, in the case of shortage and layoff.
- Improves performance

5.7 Limitations of human resource planning

- future uncertainty.
- Removal of excess staff.
- time-consuming
- expensive process.

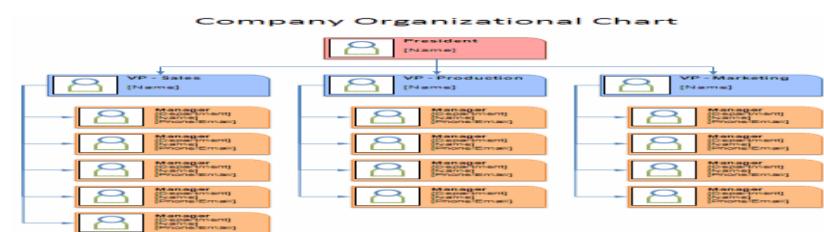
5.8 Job Analysis and Design- the Basics of Job Analysis

- It is the procedure through which you determine the duties of these positions and the features of the people to hire for them.
- Job analysis produces information for writing job descriptions (a list of what the job entails (part of) and job specifications (what kind of people to be hired for the job).
- The supervisor of hr normally collects one or more of the following types of information via job analysis:

1. **Work activities:** collects information on actual work activities such as cleaning, selling or teaching, this list includes why, how, when the worker performs each activity
2. **Human behavior:** like sensing, communicating, deciding and writing. It should also include the work that job demands.
3. **Machine, tools equipment and work aids:** this includes information like tools used, materials processed, knowledge dealt or applied with.
4. **Performance standards:** job performance standards in terms of quantity or quality levels for each job duty.
5. **Job context:** information about physical working conditions, work schedule and information like with how many number of people the employee interacts and information regarding incentives.
6. **Human requirements:** information like job's human requirements such as job related knowledge or skills like education, training work experience

5.9 Steps in Job Analysis

1. The information is collected through interviewing, observation and questionnaire. The collected information should be used for writing of descriptions and selecting employees for the job.
2. Review relevant background information such as organization charts, process charts and job description. Organization charts show organization wide division of work, how the job in question relates to other jobs and where the job fits in the overall organization. Process charts involve a detail picture of the work flow.

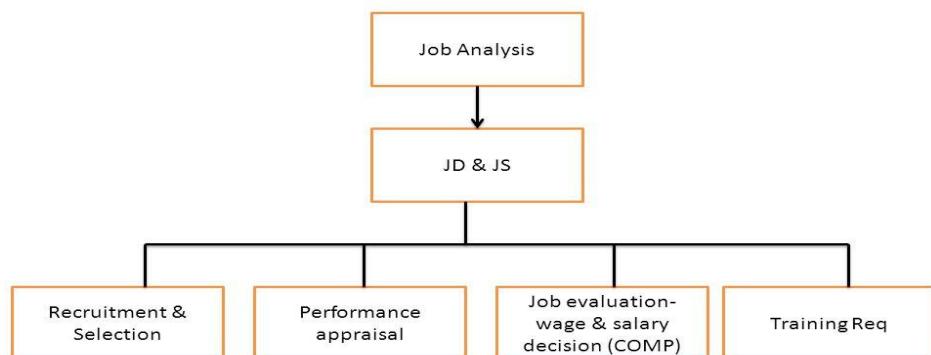


Source: www.google.com

3. Select and analyses the jobs.
4. Analyse the jobs by collecting data on job activities, required employee behaviors (sensing, communicating, deciding and writing), working conditions, traits and abilities needed to perform a job.
5. Verify the job analysis information with the worker performing the job and with his or her immediate supervisor. This will help to confirm the information about the job.
6. Develop job description and job specification.

5.10 Uses of Job Analysis

Uses of Job Analysis



Source: www.google.com

1. Recruitment and selection: job analysis provides evidence about what responsibilities the job highlights about human features are required to perform these activities.
2. Compensation: it depends on job required skill set and education level, safety hazards, degree of responsibility etc. it helps to know the relative worth of the job.
3. Training: it lists the job specific duties and requisite skill sets.
4. Performance appraisals helps to build bench mark standards.

5. help in discovering unassigned duties.

Meaning of Job description: employer uses job analysis for writing job description.

6. It is a written statement of what the worker actually does, how he does it and what the job working conditions are.
7. It covers information like job identification job summary, responsibilities, duties, authority, Standards of performance, working conditions and Job specifications.

5.11 Job design & categories of factors affecting Job Design

- Job design has been defined by Davis (1966) as:
- ‘Job design involves systematic attempts to organize tasks, duties and responsibilities into a unit of work to achieve certain objectives.
- According to Michael Armstrong, “Job Design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superior subordinates and colleagues

5.12 Factors Affecting Job Design:

- **Organizational Factors:**
- Job design involves the assembly of a number of tasks into a job or a group of jobs.
- A job may require an employee to perform a variety of connected task. All these characteristics of jobs are taken into consideration for job design.
- **Workflow:** The flow of work in an organization is strongly influenced by the nature of the product. This product usually suggests the sequence and balance between jobs if the work is to be completed efficiently.

- **Ergonomics:** Ergonomics is concerned with the designing and shaping of jobs as per the physical abilities and characteristics of individuals so that they can perform their jobs effectively.
- **Work Practices:** Work practices are the set methods of performing work. This can affect the job design as there is little flexibility in designing the job especially if the work practices are approved by employee unions.
- Job enlargement is a part of job design and belongs to job analysis family.
- **Job rotation** means helps to gain knowledge about various department works.
- This helps to gain knowledge and experience about all jobs within an organization.
- **Job enrichment** means redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth and recognition.
- It helps to empower the workers by giving the necessary skills, and authority to inspect the work.

Benefits of Job Design

Job design plays a crucial role in enhancing employee satisfaction, productivity, and overall organizational efficiency. A well-structured job design ensures that tasks are clearly defined, appropriately challenging, and aligned with business goals. It needs to be updated every time. It helps to hire good talented candidates. Updated job responsibilities helps to understand the job in better manner. This is has been designed for all industries. Below are the key benefits of effective job design:

1. Increased Employee Productivity

A well-designed job ensures that employees have clear responsibilities, reducing confusion and enhancing efficiency. When tasks are structured effectively, employees can focus on their work

without unnecessary distractions, leading to improved performance. Improved performance lead to better productivity.

2. Enhanced Job Satisfaction and Motivation

Job design that incorporates variety, autonomy, and meaningful work increases employee engagement and motivation. When employees feel that their roles are valuable and contribute to the organization's success, they are more satisfied with their jobs. Job satisfaction plays a vital role. So it is important that jobs needs to be updated before recruitment process begins.

3. Reduced Employee Turnover and Absenteeism

Poorly designed jobs can lead to frustration, stress, and disengagement, causing high turnover rates. By designing jobs that offer growth opportunities, work-life balance, and a sense of purpose, organizations can retain talent and reduce absenteeism. Better designed jobs increases the organization success.

4. Better Skill Utilization and Development

An effective job design ensures that employees' skills are fully utilized while also providing opportunities for learning and development. This helps employees grow professionally and prepares them for future career advancements within the organization.

5. Improved Work Quality and Innovation

When employees find their jobs interesting and challenging, they are more likely to take initiative and come up with creative solutions. Job design that encourages autonomy and responsibility fosters innovation and higher-quality work.

6. Enhanced Employee Well-being

A well-balanced job design reduces stress and fatigue by avoiding excessive workload or monotonous tasks. It promotes a healthier work environment where employees feel mentally and physically well.

7. Effective Workforce Planning

Proper job design helps HR teams create job roles that align with business needs, ensuring the right people are in the right positions. This improves workforce efficiency and reduces skill gaps within the organization.

8. Greater Organizational Efficiency and Competitiveness

A well-structured job design aligns employee roles with business strategies, leading to a more efficient workflow and better decision-making. Organizations that optimize job design gain a competitive edge by improving overall productivity and employee engagement.

The above are said to be the benefits of job design.

Job analysis provides several benefits that contribute to the overall efficiency and effectiveness of an organization. It helps in defining job roles, responsibilities, and required skills, ensuring that employees are well-suited for their positions.

By conducting job analysis, organizations can improve recruitment and selection processes by identifying the exact qualifications, experience, and competencies needed for a role, leading to better hiring decisions.

Additionally, job analysis plays a crucial role in performance management, as it sets clear expectations and establishes objective criteria for employee evaluations, promotions, and rewards.

Another significant benefit of job analysis is its impact on training and development programs. By identifying skill gaps, organizations can design targeted training initiatives to enhance employee competencies and career growth.

Furthermore, job analysis contributes to fair compensation management by ensuring that salaries and benefits are aligned with job responsibilities, industry standards, and employee contributions. This

not only improves employee satisfaction but also reduces turnover and retains top talent.

Moreover, job analysis enhances workplace efficiency and job design by streamlining tasks, eliminating redundancies, and improving workflow. It also ensures compliance with labor laws and occupational safety regulations by identifying job-related risks and necessary safety measures.

Additionally, well-structured job analysis aids in succession planning by preparing employees for future leadership roles and helping organizations plan for workforce continuity.

Overall, job analysis is a critical tool that supports effective HR planning, employee development, and organizational growth. By systematically analysing job roles, businesses can make informed decisions that enhance productivity, job satisfaction, and long-term success

The above are said to be the benefits of job analysis.

Summary

HR planning involves gathering of information, making objectives, and making decisions to enable the organization achieve its objectives.

HR planning is needed to identify areas of surplus personnel or areas in which there is shortage of personnel.

To meet the challenges of a new and changing technology and new techniques of production, existing employees need to be trained or new people to be brought to the organization.

Terminal questions

- Describe the human resource planning process?
- Outline the importance of job analysis?

CHAPTER 6

RECRUITMENT - SELECTION AND PLACEMENT PROCESS AND INTERVIEWS



Source: <https://satyamsharma230.medium.com/fundamentals-of-recruitment-ded7ce1cf63d>

6.1 Introduction

Recruitment is the process of having the right person, in the right place, at the right time and it is crucial to organizational performance. The process of searching and employing the best talent in an effective manner. The recruitment process talks about knowing the various parts of the job, looking into the capabilities required for the job and the recruit which helps to get the best person for the concern. It means finding or attracting applicants for the employer's open positions

- It creates demand for people
- Reduces under-employment
- Helps the industry to grow
- Helps to identify qualified candidates
- Provides clarity

6.2 Key Features of Recruitment

Recruitment is a critical human resource function that ensures an organization attracts and hires the right talent to meet its business objectives. The following are the key features of recruitment:



Source: <https://mmenterprises.co.in/recruitment-companies-in-india/>

1. Goal-Oriented Process

Recruitment is designed to fulfill the organization's staffing needs by identifying and selecting individuals who align with job requirements and company goals.

2. Continuous and Strategic Activity

Since workforce needs evolve, recruitment is an ongoing process that ensures the organization has a steady pipeline of skilled employees to meet current and future demands.

3. Attracting Qualified Candidates

Effective recruitment focuses on sourcing and attracting individuals with the right skills, experience, and qualifications to match job roles.

4. Internal and External Sources

Recruitment can be done internally through promotions, transfers, or referrals, or externally through job postings, recruitment agencies, and campus hiring.

5. Cost-Effective and Efficient

An efficient recruitment process minimizes hiring costs by reducing the time to hire and ensuring the right talent is selected, thereby reducing turnover.

6. Legal and Ethical Compliance

Recruitment follows employment laws, equal opportunity guidelines, and ethical hiring practices to ensure fairness and avoid discrimination.

7. Employer Branding and Candidate Experience

A well-structured recruitment process enhances the company's reputation, making it an attractive employer for top talent while ensuring a positive candidate experience. This helps to avoid attrition.

8. Use of Technology and Data Analytics

Modern recruitment leverages AI, applicant tracking systems (ATS), and HR analytics to streamline hiring processes and improve decision-making. Data analytics has become an important aspect in recruitment.

9. Selection and Screening Process

Recruitment involves multiple stages, including resume screening, interviews, assessments, and background checks, to ensure the best fit for the organization. Background screening is very important aspect in this function.

10. Adaptability to Market Trends

Recruitment strategies must evolve based on job market conditions, industry trends, and technological advancements to attract top talent.

6.3 Importance of recruitment

1. Finding out and developing the source here required number and kind of employees are/ will be available.
2. Developing suitable techniques to attract the desirable candidate.
3. Employing the technique to attract the employees.
- 4 Finding out and developing the source here required number and kind of employees are/ will be available.
5. Developing suitable techniques to attract the desirable candidate.

6. Employing the technique to attract the employees.
7. Stimulating as many candidates as possible and asking them to apply for jobs irrespective of number of candidates required in order to increase the selection ratio (i.e., number of applications per one job vacancy) due to lower yield ratio).

6.4 Internal sources of recruitment

- Current candidates – identifying through internal records, skills and banks, qualifications, role played
- This is done to job posting meaning publicizing the open job to employees
- Promotions
- Rehiring
- Transfers
- Rehiring were bringing in former employees because they know the environment well

Succession planning which is ongoing process of systematically identifying, assessing and developing organizational leadership to enhance performance.

6.5 Merits for transfer and promotions

Promotions and transfers are key HR strategies that help organizations optimize talent management and employee motivation. Here are the merits of each:

Merits of Promotions:

1. Employee Motivation & Morale Boost – Recognizing employees' hard work and rewarding them with higher positions enhances their motivation and job satisfaction.
2. Career Growth & Skill Development – Employees get opportunities for career advancement, skill enhancement, and professional development.

3. Increased Productivity – A well-motivated and promoted employee is likely to perform better, benefiting the organization.
4. Retention of Talent – Employees are less likely to leave when they see growth opportunities within the company.
5. Better Utilization of Experience & Expertise – Promoted employees bring their prior experience and knowledge into leadership roles, improving efficiency.
6. Encourages Healthy Competition – Employees work harder when they see that promotions are based on merit and performance.
7. Strengthens Organizational Loyalty – Employees feel valued and develop a stronger commitment to the organization.

6.6 Merits of Transfers:

1. Skill Diversification & Experience – Transfers allow employees to gain exposure to different roles, departments, or locations, improving their versatility.
2. Reduces Job Monotony & Enhances Learning – Employees can break routine work and learn new tasks, keeping them engaged.
3. Balances Workforce Requirements – Transfers help manage workforce needs by placing employees where they are most needed.
4. Resolves Conflicts & Personal Issues – Transfers can help resolve workplace conflicts or accommodate employees' personal needs (e.g., relocation due to family reasons).
5. Prepares Employees for Leadership Roles – Exposure to different departments or functions through transfers helps groom future leaders.
6. Ensures Business Continuity – Transfers allow smooth operations by filling gaps due to resignations, retirements, or organizational restructuring.
7. Facilitates Cultural Integration – Employees working in different locations or departments help in spreading organizational values and best practices. Both promotions and transfers contribute to

employee satisfaction, career growth, and operational efficiency, making them vital HR tools for workforce management.

6.7 Outside sources of recruitment

- Internet recruitment-monster.com
- Pros-cost effective, less time
- Cons-excludes higher number of applicants
- Advertising- media through construction of proper ads
- Employment agencies- government employment exchanges, agencies associated with non profit organizations, privately owned.
- Recruiting via internet
- College recruiting
- references
- Temporary staffing
- Off shoring and outsourcing-going and working abroad
- Executive recruiters (head hunters) are superior service activities that provide opportunities.
- On demand hiring work provide brief and required recruiting help to support particular works.
- College or on campus recruitments
- References, walk ins, recommendations

6.8 Recruitment process

The major steps of the recruitment process are stated here:



Source: <https://www.staffingsoft.com/ssblog/the-recruitment-process-flowchart/>

- Communication of Information regarding the recruitment
- Trying the recruitment process with internal and external sources
- Identifying the prospective candidates through the sources of recruitment
- Doing the brand building job properly and through which encouraging the applicants to apply for jobs
- Assess the candidates suitability through the profile.

6.9 E-Recruitment

The term e-recruitment means using Information Technology (IT) to speed up or enhance parts of the recruitment process. It ranges from the applicant interface for advertising vacancies and making job applications, to the back office processes, which allow a liaison between human resources (HR) and line managers to set up a talent pool or database of potential recruits.

It is useful in the following ways :

- enhance the applicant experience
- communicate the employer's image and culture better
- make the recruitment process faster, more accountable and standardised
- increase the diversity of applicants
- provide better management information on applicants & find the right candidate for the job.

Evaluation of Recruitment Methods

It should provide answers to the following questions

It includes:

- 1.Number of starting enquiries customary which leads to end results.
- 2.Helps to screen the process.
- 3.The total number of candidates hired.
- 4.Number of candidates are with the organizations for a longesr time.

6.10 Meaning of Selection:



Source: <https://notesification.blogspot.com/2018/10/selection-meaning-definition-and.html>

The major plan of the selection process is to get right people. They conduct various tests on various aspects which helps to give a clear idea about the capability of the candidates.

Selection is the process of choosing the most suitable candidate from a pool of applicants for a specific job role. It involves evaluating candidates based on their skills, qualifications, experience, and overall fit for the organization. The selection process typically includes screening applications, conducting interviews, administering tests, and performing background checks to ensure the right person is hired. The goal of selection is to match the best candidate to the job, ensuring organizational effectiveness and employee satisfaction. Right person for right job with right skill sets and attitudes are important for the selection process.

6.11 Features of selection:

The major features are as follows:

- **Goal-Oriented Process** – The primary objective of selection is to identify and hire the most suitable candidate for a specific job role. It depends on talent of the candidate too.
- **Screening & Shortlisting** – It involves evaluating and filtering applicants based on qualifications, experience, and skills.

- **Comparative Process** – Selection involves comparing multiple candidates to determine who best fits the job requirements.
- **Judgment-Based Decision** – Selection requires HR managers to assess candidates' competencies, attitudes, and potential contributions before making a hiring decision.
- **Scientific & Systematic Approach** – It follows a structured process, including application review, interviews, tests, and background verification.
- **Elimination Process** – Selection is a rejection process where unsuitable candidates are eliminated at different stages. It is one of the important screening process used by organizations.
- **Two-Way Process** – While the employer assesses the candidate, the candidate also evaluates the organization to determine if it aligns with their career goals. Individual career goals play a vital role here.
- **Focus on Future Performance** – Selection aims to hire employees who will contribute effectively to the organization's long-term success.
- **Legal & Ethical Considerations** – The process must comply with labour laws, diversity policies, and ethical hiring practices to ensure fairness and equal opportunity. Latest laws and its knowledge is very essential for candidates in this regard.
- **Reduces Hiring Risks** – Proper selection helps minimize hiring mistakes, reducing turnover and improving overall workforce stability.

6.12 Selection process



Source: <https://www.geeksforgeeks.org/selection-process/>



Source: <https://www.geeksforgeeks.org/selection-process/>

The **selection process** is a systematic approach used by organizations to identify and hire the most suitable candidate for a specific job role. It begins with **screening applications**, where resumes and cover letters are reviewed to shortlist candidates who meet the job requirements. The screening process helps to remove the not qualified candidates. Next, **initial interviews** are conducted to assess the candidate's basic qualifications, communication skills, and cultural fit. There are different type of interviews are followed. It differs from organization to organization. The **various assessments**, such as written tests, psychometric evaluations, or technical exams, depending on the job role. It helps to understand the ability of the candidate and his logical understanding. When the candidates go through **final interviews**, often with senior management or department heads, to evaluate their expertise, decision-making abilities, and alignment with organizational goals. Once a suitable candidate is identified, the company conducts **background checks** and verifies references to confirm the authenticity of the candidate's credentials and past experiences. If everything checks out, the candidate is given a **job offer**, followed by onboarding and induction into the organization. Throughout the process, fairness, transparency, and legal compliance are maintained to ensure the right hiring decisions are made, reducing turnover and improving overall workforce quality.

6.13 Merits for transfer and promotions

Merits for Transfer

1. **Skill Utilization** – Transferring employees to roles where their skills are better utilized. Skills plays a vital role in the job.
2. **Career Development** – Provides employees with exposure to different functions or locations, enhancing their career growth. It is related to career planning.
3. **Workforce Flexibility** – Balances workload across departments or locations. There are various methods and techniques to follow and do this.
4. **Conflict Resolution** – Helps in resolving interpersonal or workplace conflicts.
5. **Employee Satisfaction** – Aligns employees with roles that match their preferences or expertise. The employees needs to attend the survey to express their responses.
6. **Business Needs** – Supports the organization in addressing skill shortages in different areas.
7. **Adaptability** – Helps employees gain diverse experiences, making them more adaptable.
8. **Health & Personal Reasons** – Accommodates employees' personal needs such as family relocation, health concerns, etc.

6.14 Merits for Promotion

1. Performance & Productivity – Recognizes and rewards high-performing employees. Rewarded candidates tries to aim higher.
2. Leadership Potential – Identifies employees with the capability to take on greater responsibilities.
3. Experience & Expertise – Rewards employees with deep knowledge and experience in their field.

4. Motivation & Retention – Encourages employee loyalty and reduces turnover.
5. Organizational Growth – Strengthens leadership within the company, driving business success.
6. Fairness & Meritocracy – Ensures that promotions are based on qualifications and contributions rather than favoritism.
7. Increased Responsibility – Allows employees to take on challenging roles, fostering professional development.
8. Succession Planning – Prepares employees for key leadership positions, ensuring business continuity.

6.15 Concept of Placement

"Placement" can have different meanings depending on the context:

The act of placing something in a particular position or arrangement.

Example: "The placement of furniture in the room affects its aesthetics."

Education & Careers: The process of assigning or positioning someone in a job, internship, or academic setting. It plays a vital role in career planning.

Example: "The university offers campus placement opportunities for students."

The key features of placement depend on the specific context, but here are some general features applicable across different domains:

1. Job & Campus Placement

- Selection Process – Includes screening, interviews, and skill assessment.
- Matching Skills with Job Roles – Candidates are placed based on their qualifications and competencies.
- Employer Collaboration – Companies collaborate with institutions for recruitment.

- Training & Pre-placement Preparation – Workshops, resume building, and mock interviews help students prepare.
- Internship-to-Job Conversion – Some placements start as internships and lead to full-time roles.

The benefits of placement vary depending on the context. Here are some key advantages across different domains:

Job & Campus Placement

- Employment Opportunities – Helps students and job seekers secure jobs without extensive job searching.
- Skill Development – Training and internships enhance technical and soft skills.
- Industry Exposure – Provides real-world experience and networking opportunities.
- Financial Stability – Offers early career financial security with salaries and benefits.
- Smoother Transition to Work – Reduces the gap between education and employment.

6.16 Placement process

- The placement process typically follows a structured approach to ensure candidates are matched with suitable job roles.
- It begins with pre-placement activities, where companies collaborate with institutions to provide training sessions, resume-building workshops, and mock interviews.
- This is followed by the recruitment drive, where organizations conduct presentations about their company, job roles, and expectations.
- The selection process includes multiple rounds such as aptitude tests, group discussions, technical interviews, and HR interviews to assess candidates' skills and suitability.
- Shortlisted candidates then receive job offers, which may include internships or direct placements.

- Finally, the onboarding process ensures that selected candidates smoothly transition into their new roles through orientation and training programs.

The entire process aims to bridge the gap between job seekers and employers, ensuring mutual benefit.

6.17 Meaning of Interviews

An interview may be defined as a systematic and scientific process used in the employee selection which helps to acquire needed information with regard to the candidate's capabilities and his interest, aptitude and knowledge required for the job and also to provide him the requisite information about the concerned organisation through face-to-face communication, thus creating a feeling of trust and confidence in the mind of the prospective candidate.

6.18 Types of Interviews

They are:

- **STRUCTURED INTERVIEWS:**
- **Otherwise called** directive interview
- Employer lists the questions ahead of time and may even list and score possible answers for appropriateness.
- Manager ensures that there is a standard set of questions.
- The interview might choose questions from a list.
- The questions are more structured in nature in its approach.
- It contains formal candidate rating procedure and its enables geographically disbursed interviewers to complete the form over the web.
- Helps to identify talented candidates.
- **Unstructured interviews:** the manager sets no format here.
- A few questions might be specified in advance.

- It is more like general conversation.
- **Situational interviews:** candidates are asked with, what would be his behavior in a given situation.
- **Behavioral questions are asked in behavioral interview** where candidates are asked to describe how they reacted to actual situations in the past.
- **Job related interview:** Interviewer asks applicants about the relevant past experience.

No scenario or hypothetical questions are asked.

- **Job related questions such as “which course did you like best in business school?**
- **This helps to aim to draw conclusions about candidates’ ability.**
- **Stress interview:** interviewer asks applicants questions about relevant past experiences.
- This would spot sensitive applicants and those with low or high stress tolerance.
- Helps to identify hypersensitive applicants.
- First the weakness of the applicant is probed.
- Eg: customer relationship manager.
- However ethical questions are handled with utmost care. Organizations look for candidate compliance ability.
- **One to one interview:** two people meet and one interviews by seeking oral responses to oral inquiries.
- Employers tend to schedule these interviews sequentially.
- **Unstructured sequential interview:** each interviewer ask questions what comes to their mind.

- **structured sequential interview:** each interviewer rates the candidates on a standard evaluation form using standardized questions. Interview are conducted in structured manner.
- The hiring manager then reviews and compares the evaluation before deciding to whom to hire.
- **Panel interviews:** or board interview conducted by team of interviewers who together interview each candidate and then combine the ratings into final panel score.
- it helps to provide meaningful responses.
- **Mass interview:** here the panel has a problem for the candidates.
- They observe which candidate takes the lead in formulating the answers. Solution finders help to understand the situation in a better manner.
- **Phone interviews:** interviews are done via telephone. These can be accurate than face to face interviews for judging an applicant intelligence, interpersonal skills.
- Web based interviews: Organizations use skypes and web for selecting the candidates.
- Cisco systems equips recruiters with PC video cameras so they can conduct preliminary interviews online.
- It helps to reduce travels. It is important to understand the way to communicate play a vital role in interviews.

Summary

Hiring process encourages people to apply. Specialist jobs are always wanted and they lead to competition many times. The process is influenced by various factors and through external and internal sources of recruitment. Organizations tests the various aspect of the recruit. An interview may be defined as a systematic and scientific process used in the employee selection which helps to acquire needed information with regard

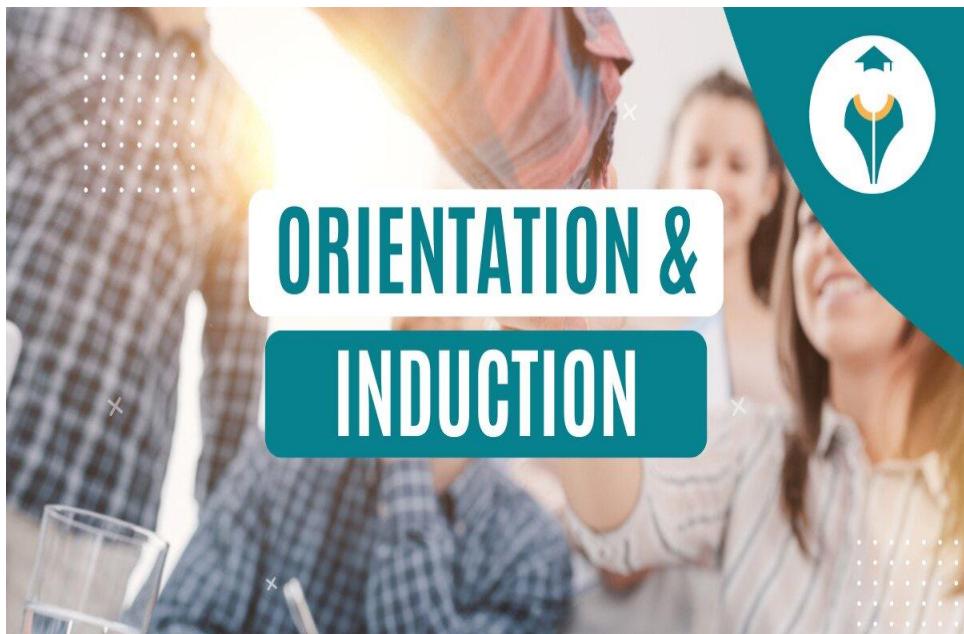
to the candidate's capabilities and his interest, aptitude and knowledge required for the job.

Terminal Questions

- 1) Explain recruitment and its process?
- 2) Explain the concept of placement along with its process?
- 3) Describe in detail about the selection process?

CHAPTER 7

ORIENTATION & INDUCTION



Source: <https://www.shiksha.com/online-courses/articles/difference-between-induction-and-orientation/>

7.1 Introduction

It is a systematic and comprehensive approach that helps to train people. It is important to familiar employees about the company. It is important that employees should understand the policies and procedures and organizational culture. It is also important to understand how team work plays a vital role.

Features of Orientation

Orientation is the process of introducing new employees to an organization, its culture, policies, and work environment. The key features of an effective orientation program include:

1. **Introduction to the Organization** – Provides an overview of the company's history, mission, vision, values, and culture. It helps the new candidates to understand better.

2. **Clarification of Job Roles** – Explains job responsibilities, expectations, and performance standards. It is helpful in human resource planning.
3. **Familiarization with Policies & Procedures** – Covers HR policies, workplace rules, code of conduct, and safety regulations.
4. **Introduction to Team & Colleagues** – Helps new employees meet their supervisors, coworkers, and key personnel. The facilities play a vital role in organizations.
5. **Tour of Workplace Facilities** – Guides employees through office spaces, restrooms, cafeteria, emergency exits, etc.
6. **Training & Skill Development** – Provides initial training on software, tools, or processes needed for the job. It is important to choose right type of training to train people.
7. **Employee Benefits & Compensation** – Explains salary structure, benefits, leaves, insurance, and incentives. Helps organization to structure its compensation in proper manner.
8. **Compliance & Legal Requirements** – Informs about workplace ethics, labour laws, and compliance regulations. The rules and procedures regarding work place should be well understood by employees.
9. **Support & Mentorship** – Assigns a mentor or buddy to assist the new employee in adjusting smoothly. Mentoring and coaching should be a part of professional and regular styles in the organizations.
10. **Evaluation & Feedback** – Seeks feedback from new employees to improve the orientation process. Feedback helps to shape the organization in a proper manner. It helps the organization to grow. It helps to remove all the loop holes in the organizations.

7.2 Things that happen during orientation

- Work of HR department with the guidance of department supervisor.

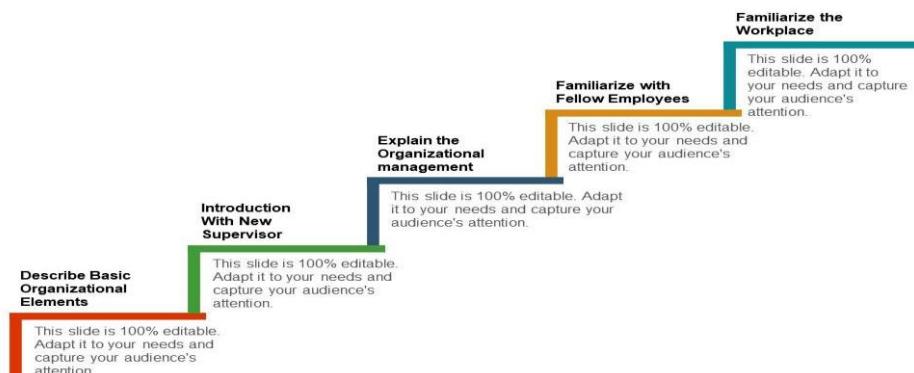
- Also called onboarding today.
- Employees training give future employees and provides road map for working.
- Some employees feel organizations are said to the second home.

4 important things to be accomplished by Orienting employees.

- Employees should feel comfortable during training period.
- The base information about the organization should be shared to the future employees
- Educate the employees on the mission, vision and road map of the company.
- Make them to understand the various fundamental concepts culture, values and ways of doing things regarding the firm.
- Eg: one of the private clinic in US helps to understand their culture through lecture programs. It builds respect for the organization.

7.3 Orientation process

Employee Orientation Process



Source: <https://www.slideteam.net/employee-orientation-process-ppt-examples-slides.html#images-1>

The process has lot of steps and procedures to be followed.

1. Traditional process take long hours.

- Human resource specialist normally performs the job.
- Details like working hours, benefits and vacations are shared.
- They reduce first day jitters.
- Supervisors need to follow up and encourage new employees to engage in activities that will “learn the rope” and become productive.

2. The employee handbook: it represents legally binding employment commitments.

- Employers often include disclaimers.
- Give clear statements on company policies, benefits and regulations do not constitute the terms and conditions of employment contract either expressed or implied.
- Informal orientation also helps newly hired people to open up and be relaxed.
- Infosys and TCS have modelled their facilities where campus hires join for orientation and initial training just like university campus.

7.4 INDUCTION



Source: https://hrmpractice.com/induction-programme-2/#google_vignette

A good induction comprises of the following features:

Organization's Point of View:

1. History, mission, objectives and philosophy of the organization. 2. Its product, production process, operations involved, state of technology. 3. achievements, and future plans 4. The hierarchy and functions 5. Distribution of the authority to do the required tasks 6. The various procedures and practices to regulate 7. Job roles. 8. Prospects from new employees.

Employee's Point of View

1. Job roles and future promotions. 2. Ways to do the work. 3. Employee problem solving methods and procedures. 4. Compensation and perks 5. Rule at work place 6. Rules covering from joining of work to retirement 7. The various benefits that employee will receive. 8. various welfare activities. 9. Employee's participation in the organization 10. Performance appraisal.

7.5 Steps in Induction Programme

An induction programme essentially involves the following steps:

1. General Orientation: it highlights about the different departments, the way they function, the culture, the mission and vision of the organization. The firm also possess the road map for its future growth. It is presented in such a way the employees are motivated to achieve the goals of the organization.

2. Specific Orientation: it is provided for employees who needs more orientation. The supervisor provides much insights and guidance about the work environment. The type of new technology used in the work should also be informed. Retaining new employees is always a biggest challenge for the companies. They need to highlight the facilities provided for employees too. The organization expectation from employees should also be highlighted.

3. Follow-up Orientation: This orientation is conducted sometime after the initial induction of an employee, i.e. preferably within a period of six months or so. The purpose of such orientation is to give guidance and

counsel to the employees to ensure that they are reasonably satisfied and gradually settling in the organization.

Summary

It is a systematic and comprehensive approach to orienting a new employee to help them get "on board." Organization point of view and individual point of view are the two dimensions as to induction process.

Terminal Questions

- 1) Explain the orientation process and its features?
- 2) Describe in detail on induction?

CHAPTER 8

DETERMINING TRAINING NEEDS ANALYSIS, DELIVERY METHODOLOGY, EVALUATION, CAPACITY BUILDING



Source: www.marketing91.com

8.1 Introduction

Training improves, changes, and shapes the employee's power, attitude, capacity and behaviour requirements of the job and the organization. Once the employee is recruited he is trained during the session given by the firm. This will help him to adjust towards the job and make him feel comfortable.

8.2 Training Need Assessments

- effective design of training begins with (tna)
- It helps to choose appropriate training modules
- Helps to integrate the activities of the organization
- Helps to set proper business strategy
- TNA is a systematic method to determine that determines the training needs for an organization

- It helps to analyse the performance deficiencies and the ways and means to make the negatives into good .
- Helps in determining the resource of availability
- Draw up the training plan and budget
- Helps to optimize training budget
- Helps to build organizational requirements, For this purpose it requires gathering of data about the employees performance to validate the identified training needs
- TNA helps to build employee capabilities to increase their productivity

8.3 TNA is required for the following reasons

- To understand the employees performance gaps
- To understand whether training can make a difference to the productivity
- To balance the development needs of the employees and the organization on the whole
- To understand the critical skill sets that helps in building competitive advantage through enhancing employees capabilities
- To maximize the rate of return from employees training
- To develop a structured training plan, keeping in pace with organizational resources availability
- It facilitates scientifically and helps in exploring possible alternatives.

8.4 Sources of identifying training needs

Job Profile Analysis:

It helps in understanding the description, functions and responsibilities of employees need to carry out in their day-to-day jobs.

- Tasks analysis provides a deeper analysis on the jobs

Analysis Through Consultants

- “Provek” a tailor made program of TCS
- Involves TNA, design and development etc
- Helps to share knowledge, experience and best practices
- Builds confidence and competence, confidential coaching support
- benefits through pre-training survey: done by superiors
- Surveys tries to understand the needs and expectation of employees

8.5 Techniques for determining the specific training needs

- Observation: scientific approach and first hand in nature
- Primary source of analysis is the performance analysis
- Results is better outcomes
- Assessors prepare checklist in advance
- Interviews: direct responses from respondents
- Scientific and transparent
- Face to face interaction
- They develop structured questionnaire
- Better way of understanding the performance of employees

8.6 Training Methods: Mode of Delivery

- On the Job training: Technique where an employee is put on the job and is trained to perform the said job
- Helps the employee to acquire the skills for performing the said job in the future
- The senior managers use to train the new joined employees

Apprenticeship creation of an assistant to position, job rotation and special assignments are different nature and forms of such training programs.

Job Instruction training or On the Job Training

- This training is provided through step by step learning.
- The steps required for the job are identified in order of sequence and an employee is trained to different steps of a job
- The trainer needs to be experienced in nature
- He should possess the knowledge of the job, roles and responsibilities

Tasks involved in a job etc

- This helps to remove redundant steps
- Leads to upgradation and up dation

Merits of On-the-Job Training (OJT)

On-the-Job Training (OJT) is a hands-on training method where employees learn by working in a real job environment under supervision. Here are its key merits:

1. **Practical Learning** – Employees gain direct, real-world experience relevant to their job roles.
2. **Cost-Effective** – Reduces training costs as it does not require separate classrooms or external trainers.
3. **Immediate Application** – Employees can apply what they learn immediately, improving retention and effectiveness.
4. **Faster Skill Development** – Helps employees develop skills quickly by working on actual tasks. It is the real scenario that happens in the job.
5. **Boosts Productivity** – Since employees are trained while working, there is minimal downtime.

6. **Customization** – Training is tailored to the specific needs of the job and the company.
7. **Enhances Employee Confidence** – Employees feel more comfortable and confident learning in their real work environment.
8. **Encourages Teamwork** – Employees interact with experienced colleagues, fostering collaboration and mentorship.
9. **Adapts to Changing Needs** – Easily updated to accommodate new processes, technologies, or policies.
10. **Higher Retention & Engagement** – Employees trained on the job feel more valued, leading to better job satisfaction and retention.

Vestibule training

- Duplicates the on the job situation away from the actual workplace with similar machinery and equipment
- They create the actual situation
- This help to acquire new skills

Training is given by the production center

Interactive Methods

- Lecture method: participants are motivated to learn
- Helps to understand the enriching knowledge and skills through reading assignments and experience.
- But participants ability to retain information less
- Conference method: It is participative group centred method through which the participants develop their knowledge and understanding by conducting small group discussions
- Also enhances follow up discussion on a paper presented by an expert.

Programmed instruction

- It is a planned and interested course of work of learnings of new skills , knowledge

- Evidence towards the events is conveniently divided in to various categories according to the place of work.
- E-Learning
- Cost effective
- Suitable for modern times
- Provides real time information
- Can learn any time, Delivery of training programs via intranet
- Cross-training. This method allows employees to experience other jobs, which not only enhances employee skills but also gives companies the benefit of having employees who can perform more than one job.
- Cross-training also gives employees a better appreciation of what co-workers do and how their own jobs fit in with the work of others to achieve company goals.
- Can be carried out in the form of job rotation
- Capable personnel can be identified.

Merits of Vestibule Training

Vestibule training is a method where employees are trained in a simulated work environment before they start actual job tasks. Here are its key advantages:

1. **Realistic Work Environment** – Provides hands-on experience in a controlled setting that closely resembles the actual workplace.
2. **Minimizes Errors** – Employees can practice without affecting real production, reducing costly mistakes.
3. **Faster Skill Development** – Helps employees gain confidence and competence before entering the actual job.
4. **Safer Learning Process** – Ideal for industries involving machinery, hazardous materials, or complex processes, ensuring safety.

5. **Reduces Work Disruptions** – Training occurs separately, preventing interruptions in daily operations.
6. **Better Focus on Learning** – Employees can concentrate on learning without work pressure or deadlines.
7. **Expert Supervision** – Trainers or specialists provide dedicated guidance and feedback, improving training quality.
8. **Prepares for Advanced Roles** – Useful for training employees in technical skills required for promotions or role transitions.
9. **Standardized Training** – Ensures all employees receive uniform training, maintaining consistency in work quality.
10. **Higher Employee Confidence** – Employees feel more prepared and less stressed when transitioning into real work.

8.7 Capacity Building

- Investing in future strength and capability
- Capacity-building is the procedure of looking into the SWOT of the firm for its long term sustainability.
- Capacity-building makes you to focus on your mission
- What capacity building means
- capacity-building is a one step ahead in building the company ability for its future growth. It is important to make the firm sustainable for its future growth and need to bring the required results in action form. We need to implement certain practical result oriented procedures to do the above. This is possible through the above concepts. Organizational infrastructure. This includes things like facilities (both workplaces and service locations), equipment (computers and other technology, office supplies).

Features of Capacity Building

Capacity building is the process of developing and strengthening skills, knowledge, resources, and abilities within individuals, organizations, or communities.

The Key features include:

1. **Skill Development** – Focuses on enhancing technical, managerial, and leadership skills. Skills need to be nourished by organizations to meet the future demands.
2. **Knowledge Sharing** – Involves education, training, and access to information for continuous learning. Necessary infrastructure need to be built in this regard.
3. **Organizational Strengthening** – Improves structures, policies, and processes for better efficiency and understanding.
4. **Sustainability Focus** – Ensures long-term impact rather than short-term fixes. Survival plays a vital role in the markets.
5. **Community & Stakeholder Involvement** – Encourages collaboration between employees, communities, and organizations. All parties need to be collaborative in this regard.
6. **Technology Integration** – Utilizes digital tools, automation, and innovation for growth. Emerging technologies to be used for easier understanding.
7. **Resource Optimization** – Ensures effective use of financial, human, and material resources. Best alternatives are said to be the best outcome for optimization.
8. **Policy & Governance Improvement** – Strengthens decision-making, transparency, and compliance is required on periodical basis.
9. **Adaptability & Resilience** – Enhances the ability to respond to changes and challenges. Both are said to be the strong pillars of sustainability.
10. **Performance Measurement** – Uses KPIs and assessments to evaluate progress and impact. Proper metrics need to be chosen for better measurements.

Merits of Capacity Building

1. **Enhanced Productivity** – Improves efficiency and effectiveness of individuals and organizations.

2. **Improved Decision-Making** – Strengthens analytical and strategic thinking capabilities for employees. This will build employee skill and tasks sets.
3. **Economic Growth** – Leads to better resource management, innovation, and business expansion.
4. **Stronger Leadership** – Develops competent leaders who drive success.
5. **Employee Empowerment** – Encourages professional growth and job satisfaction.
6. **Increased Innovation** – Fosters creativity and new problem-solving approaches.
7. **Sustainable Development** – Helps organizations and communities grow in a self-sufficient manner.
8. **Better Risk Management** – Equips teams with tools to handle crises and challenges effectively.
9. **Higher Competitive Advantage** – Strengthens organizations to compete in dynamic markets.
10. **Social Impact** – Leads to community empowerment, social change, and inclusive growth.

Summary

Training helps to bring development and changes in the attitude of individuals. It leads to learning and development and leads to organization goals and success.

Terminal Questions

Explain the various types of training given by organizations?

Describe the need for training need analysis?

CHAPTER 9

CAREER PLANNING & DEVELOPMENT, EMPLOYEE DEVELOPMENT



Source: <https://trainingmag.com/career-development-aims-to-engage-employees/>

9.1 Introduction

- **Meaning of career:** It is defined as occupational positions a person has had over many years.
- Employers support their employees career needs.
- It is related to career management.
- Careers today are different and with more women pursuing professional and managerial careers, balancing families and challenges.
- Medicine, engineering other than these there are various fields and lot of job opportunities.

- There is no much psychological contract between employer and employees.

9.2 Career Management

- Is a process for enabling employees to better understanding and develop their career skills and interests
- They help in using this skills in an effective manner according to the organizational needs, which is helpful in near future too.
- This is specific in nature and differs from individual to individual.
- Companies provide career management activities which are practical and realistic.
- They offer career oriented appraisals and career development activities.

9.3 Career Management Methods

- The employers role: ranges from simple to comprehensive
- Tuition fees reimbursements are one of the approaches followed to retain employees.
- Eg: Sun microsystems have formal development programs.
- Career development centres are run by counsellors.
- iRACE – Infosys introduced in 2009 where the program is designed in alignment with management practices and client priorities.
- Some companies provide career coaches and offer online programs.

9.4 Necessity for Career Planning

Every employee needs to grow in his work. They need proper training and opportunities to be provided in work place to show case their talents and abilities. Career planning helps to provide such things. One's feel highly valued if they have a clear cut career path and ambitions. Their

goals should match with the company goals. Unfortunately, as pointed out by John Leach, organizations do not pay adequate attention to this aspect in actual practice for a variety of reasons. The demands of employees are not matched with organizational needs, no effort is made to show how the employees can grow within certain limits, what happens to an employee five years down the line if he does well, whether the organization is trying to offer mere jobs or long-lasting careers, etc.

Employee development and opportunities to be concentrated by the organizations for employee retention. We need to provide acknowledgement for talented people. The performance of employees should be valued by the organization. Performance appraisal and compensation needs to go in hand in hand. This should be approved in regular organizational formal set up. When employees are not valued the business reputation are spoiled.

Effective approaches in taking care of employees is a must. Proper guidance and career plan is a must. Both individual and organizational needs to be taken care. It is the work of the top management to chalk out proper plans and see to that valued employees are retained. This is possible through proper career planning. This needs to be approved in human resources policies and procedures.

Employees need to be provided right breaks for better performance. Proper motivation is also a must. The morale of the employees should always be set right. Organizations are not going to benefit from high employee turnover. New employees mean additional selection and training costs. Bridging the gaps through short-term replacements is not going to pay in terms of productivity. Organizations, therefore, try to put their career plans in place and educate employees about the opportunities that exist internally for talented people. Without such a progressive outlook, organizations cannot prosper.

9.5 Objectives of Career Planning

Career planning seeks to meet the following objectives:

1. Attract and retain talent by offering careers, not jobs.
2. Use human resources effectively and achieve greater productivity.

3. Reduce employee turnover.
4. Improve employee morale and motivation.
5. Meet the immediate and future human resource needs of the organisation on a timely basis.

9.6 Process of Career Planning

The career planning process involves the following steps:

Identifying Individual Needs and Aspirations:

Most individuals do not have a clear cut idea about their career aspirations, anchors and goals. The human resource professionals must, therefore, help an employee by providing as much information as possible showing what kind of work would suit the employee most, taking his skills, experience, and aptitude into account.

Analyzing Career Opportunities:

Once career needs and aspirations of employees are known, the organization has to provide career paths for each position. Career paths show career progression possibilities clearly. They indicate the various positions that one could hold over a period of time, if one is able to perform well.

3.Aligning Needs and Opportunities

After employees have identified their needs and have realized the existence of career opportunities the remaining problem is one of alignment. This process consists of two steps: first, identify the potential of employees and second, undertake career development programs with a view to align employee needs and organizational opportunities.

4.Action Plans and Periodic Review

The matching process would uncover gaps. These need to be bridged through individual career development efforts and organization supported efforts from time to time. After initiating these steps, it is necessary to review the whole thing every now and then.

9.7 Employee development



Source: <https://www.insperity.com/blog/cost-effective-employee-training-and-development/>

Meaning: Employee development to be a successful balance between an person's career, job demands, and the work required by the company.

The following are the features of employee development.

- Advance required talents and capability sets.
- constant communication with their employees is a must
- issuing and receiving feedback from employees
- issuing and receiving feedback from employees
- Patience is highly advocated handling employees of different personalities.
- managers should posses the required knowledge and ability to take care of the work.
- Employee growth encourages professional growth.
- employees need to be respected and feel motivated and develop a sense of loyalty and attachment towards the organization.
- Employee development is important for employees to enhance their skills and upgrade their existing knowledge in order to perform better.
- Employee development leads to better career path.
- employee development helps to find future leaders.

- Employee development creates a healthy competition among employees.
- Employee development provides a knowledge on oneself.
- Employee development builds professional relationship and network.

Summary

Is a process for enabling employees to better understanding and develop their career skills and interests . They help in using this skills in an effective manner within the company. employee development to be a successful balance between an individual's growth, compensation, requirements and the need of the firm.

Terminal Questions

- Explain the concept of employee development?
- Describe the career planning process?

CHAPTER 10

CAREER STAGES – CAREER CHOICES AND PREFERENCE



Source: <https://businessjargons.com/career-stages.html>

10.1 Career stages

- Exploration: ends for most of us in our mid-twenties
- transition from college to work
- From an organizational standpoint this stage has little relevance since it occurs prior to employment.
- Number of expectations about one's career are developed, many of which are unrealistic.
- One needs to have self-knowledge what he is capable of and what not.
- Top management checks for competence with the candidate got purpose of promotions.
- commitment on the part of the individual to a particular occupation.

Demerits:

Observe a high level of turnover among new employees.

- Employees in this stage need opportunities for self-exploration.

- The attrition rate may be reduced in this stage by providing a variety of opportunities and tasks.

1. Establishment:

Begins with the search for work and includes our First job, Being accepted by our peers, Learning the job and gaining the first tangible evidence of success or failure in the real world. It is a time which begins with uncertainties, anxieties and risks. It starts from the beginners level with more responsibilities. The performance are looked into. The organization elevates the person based on the outcome in the work. Competence is the major measure used here and they use Peter principle which means companies promote employees up to their level of incompetence where they sit and some time underperform for years.

- Many firms have informal promotion processes. They may not open positions.
- They take up unpublished criteria
- Individual need to know people to get promotions.
- Sometimes promotions are not straight forward.

2. Mid-career

- Individuals may continue their prior improvements in performance or begin to deteriorate.
- At this point in a career, one is expected to have moved beyond apprenticeship to worker-status.
- Successful transformation leads to greater roles and leadership positions. The employee needs to possess adaptability skills and ability and knowledge to accept higher positions

3. Late career

- Late career usually leads to very relaxed position.
- The senior employees takes time to understand about the junior employees.
- No longer learning happens for individuals.
- Learning happens based on the interests of the individuals
- Route of consultant is said to be chosen by people where they use their knowledge and skill earned during the life time.

- These employees teach others on the basis of the knowledge they have gained.

4. Decline

- It is the time for retirement.
- After this, these employees can work as consultants in their companies.
- Or they can seek for other career prospects outside the company

10.2 Meaning of career choice

- A choice implies the completion of some actions or successful steps, and the attainment of a career is the final outcome of the career choice process.

10.3 Factors influencing career choice

There are various factors affecting career choice of the individuals. The below mentioned factors are some of them:

1. Family background
2. cultural values
3. personal aptitudes
4. meeting challenges
5. benchmark
- 6.skills of the individuals and interests
7. work environment
8. prospects of advancement
9. income
10. individual personality and preferences- it is based on 6 dimensions like realistic, artistic, social, enterprising and conventional routine
11. adaptability
12. Innovation.

Summary

Career choice is considerably important in terms of socio-economic lives of the individuals. The truth or falsity of the decisions taken in a career choice has a major impact in terms of personal and social life. However, career choice, an important decision, is made in the early periods of individuals' lives.

Terminal questions

1. Describe the various stages as to career?

CHAPTER 11

MENTORING AND COACHING, TIME MANAGEMENT AND HRIS



Source: <https://artofmentoring.net/mentoring-whats-in-it-for-me/>

11 Definition

Mentoring is a professional relationship in which an experienced individual (mentor) provides guidance, support, and knowledge to a less experienced person (mentee) to help them grow in their career, skills, or personal development. The mentor shares insights, offers advice, and helps the mentee navigate challenges, set goals, and build confidence. Mentoring can be formal, structured within an organization, or informal, based on mutual understanding and learning. It plays a crucial role in career development, leadership growth, and knowledge transfer across industries.

11.1 Features of Mentoring

- **Experience-Based Guidance** – A senior or experienced mentor provides insights to a less experienced mentee. Guidance is the base for mentoring.
- **Long-Term Relationship** – Mentoring focuses on continuous learning and career growth over time. It helps to sustain in the field for long term period.

- **Personalized Support** – Tailored advice based on the mentee's goals, challenges, and aspirations. It serves as guide.
- **Two-Way Learning** – Both mentor and mentee gain from the exchange of ideas and experiences. It helps in better communication.
- **Development-Oriented** – Aims to enhance skills, leadership, confidence, and career progression. These are considered as basic life skills for employees.
- **Trust & Confidentiality** – Encourages open discussions in a safe and confidential environment. It helps to build trust among employees.
- **Structured or Informal** – Can be part of an official program or an informal professional relationship. It depends upon the company organizational culture.

11.2 Importance of Mentoring

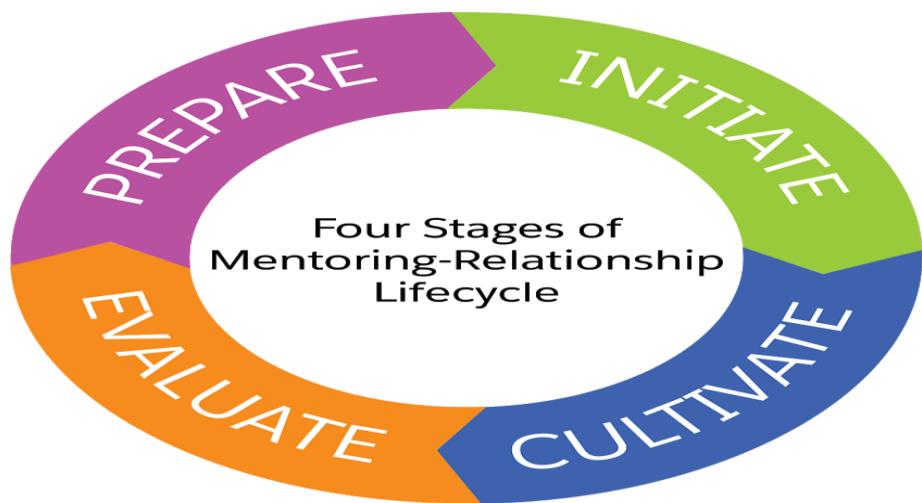
- **Career Growth** – Helps mentees navigate career paths and achieve professional goals. Provides career clarity to people undergoing the mentoring process.
- **Skill Enhancement** – Develops both technical and soft skills for professional success. This is the base for professional success.
- **Increases Confidence** – Mentees gain self-assurance in decision-making and leadership. This helps to proceed further.
- **Improves Employee Retention** – Organizations with strong mentoring programs experience lower turnover. It helps in employees' retention programs.
- **Knowledge Transfer** – Ensures precious visions and various approaches need to be shared to the next generation.
- **Networking Opportunities** – Expands professional connections and industry exposure. Better networking leads to development.

- **Leadership Development** – Prepares mentees for leadership roles and responsibilities. Succession plan is possible with mentoring process.

Parties to Mentoring

- **Mentor** – A knowledgeable and experienced individual providing guidance and advice.
- **Mentee** – A less experienced person seeking growth, learning, and career advancement.
- **Organization (Optional)** – In structured mentoring, the employer facilitates and supports mentoring programs. Many organizations do play a key role. They have brought mentoring in the professional structure.

11.3 Mentoring Process



Source:

<https://trailhead.salesforce.com/content/learn/modules/trailblazer-mentorship-for-mentees/explore-the-mentoring-life-cycle>

The mentoring process are as follows:

1. **Initiation** – Mentor and mentee establish goals, expectations, and rapport. This helps to build good understanding.

2. **Goal Setting** – Identifying key areas of development and setting clear objectives. Periodic basis goals categorization play a vital role.
3. **Learning & Development** – Regular interactions, discussions, lead to knowledge sharing.
4. **Feedback & Support** – Mentor provides constructive feedback and guidance. This helps to develop better future.
5. **Evaluation & Growth** – Reviewing progress, refining strategies, and ensuring continued development. Mentoring is strategic and guidance based process.
6. **Closure & Transition** – Formal completion or transition to a peer-level relationship. This is the end of the mentoring process.

11.4 Types of Mentoring

Mentoring can take various forms based on structure, interaction style, and objectives. Here are the key types:

1. Traditional One-on-One Mentoring

- A senior mentor guides a less experienced mentee through regular, personalized interactions.
- Ideal for career growth, skill development, and leadership mentoring. It is very traditional in nature.
- Traditional companies follow this method.

2. Reverse Mentoring

- A younger or less experienced employee mentor a senior professional, often on new technologies, trends, or cultural insights provide this.
- Helps bridge generational gaps and fosters innovation.
- Helpful for new generation employees.

3. Peer Mentoring

- Colleagues at a similar level mentor each other, sharing knowledge, experiences, and challenges.

- Encourages collaboration, teamwork, and mutual growth.
- Helps to build better understanding among peers.
- Helpful for development of employees.
- Helpful in building productivity.

4. Group Mentoring

- A single mentor guides multiple mentees in a structured setting.
- Useful for leadership development programs, training cohorts, or educational settings.
- This mentoring is helpful when number of people are 2 to 3 in a group.
- Leads to innovation and enhances productivity.

5. Team Mentoring

- Multiple mentors provide guidance to an individual or a team.
- Ideal for cross-functional projects or startups needing diverse expertise.
- Helps to develop healthy competition.
- Fosters innovation.

6. Virtual or E-Mentoring

- Mentoring conducted remotely via video calls, emails, or online platforms.
- Expands access to global mentors and accommodates flexible schedules.
- Mentees in different geographical area is very helpful.
- Very cost effective.

7. Situational or Short-Term Mentoring

- A mentor provides guidance on a specific challenge, project, or skill for a limited time.

- Focused on quick learning and problem-solving.
- It is useful for projects that are time based.

8. Career Mentoring

- Long-term mentoring that helps mentees define career paths, set goals, and achieve professional growth.
- Serves as one of the best practices for organizations.
- Help to curve the career path for various employees.

9. Developmental Mentoring

- Focuses on overall personal and professional development rather than just job skills.
- Includes soft skills, leadership, work-life balance, and personal growth.

10. Sponsorship Mentoring

- A senior mentor actively promotes and advocates for the mentee's career advancement.
- Sponsorship is the major element in this type of mentoring.
- It is more commercial oriented.
- Helps mentees gain visibility, networking opportunities, and career mobility.

11.5 Benefits of Mentoring

For Mentees:

- Accelerates career growth and skill development.
- Increases job satisfaction and confidence for employees.
- Mentor needs to take care of mentees.
- There should be proper understanding between mentor and mentees for further process.
- Provides exposure to new ideas, perspectives, and opportunities.

- Enhances innovative development.
- Leads to collaboration.
- Helps the mentor to understand the mentee talents in better manner.

For Mentors:

- Enhances leadership, coaching, and communication skills.
- Provides fulfilment and a sense of contribution to others' growth.
- Encourages continuous learning and new perspectives.
- Mentor should possess clarity in the area he is going to guide.
- Contributes to professional development.

For Organizations:

- Boosts employee engagement, productivity, and retention.
- Strengthens leadership pipelines and knowledge transfer.
- Promotes a culture of learning, collaboration, and innovation.
- Helps to get talented mentees, who can be talented employees in future.

11.6 Definition of Coaching

- Coaching is a structured and goal-oriented process where a coach helps an individual (coachee) improve their skills, performance, or personal development through guidance, feedback, and motivation. Mentoring is a part of coaching.
- It focuses on unlocking a person's potential, enhancing self-awareness, and fostering continuous learning. Unlike mentoring, which is often long-term and experience-based, coaching is typically short-term, specific, and performance-driven. It is widely used in leadership development, career growth, sports, and personal transformation, helping individuals achieve measurable improvements in their abilities and confidence.
- Helps to develop future leaders.

11.7 Coaching:

1. Features of Coaching

- **Goal-Oriented** – The main goal is to focuses on achieving specific performance improvements or skill development.
- **Structured & Time-Bound** – Usually short-term with defined objectives and timelines. Helps to develop time management skills sets for employees who get trained.
- **Personalized Approach** – Tailored to the individual's needs and growth areas.
- **Performance-Driven** – Aims to enhance productivity, efficiency, and effectiveness.
- It is fully based on performance of the person who get trained.
- **Interactive & Feedback-Based** – Involves continuous dialogue, assessment, and feedback. Helps to rectify and correct based on the feedback provided.
- **Empowers Self-Discovery** – Encourages individuals to find solutions and build confidence. It adds to knowledge management.
- **Applicable Across Domains** – Used in leadership, career growth, sports, and personal development. It is also used in various areas.

11.8 Importance of Coaching

- **Enhances Employee Performance** – Helps individuals maximize their potential in the workplace. It is fully performance based.
- **Develops Leadership Skills** – Prepares future leaders by improving decision-making and communication. Helpful in succession planning.
- **Boosts Confidence & Motivation** – Encourages self-improvement and resilience. Builds motivation of the individuals.

- **Improves Work Relationships** – Strengthens collaboration and teamwork within organizations. Leads to better understanding among players.
- **Encourages Continuous Learning** – Fosters adaptability in a dynamic business environment.
- **Supports Career Advancement** – Helps professionals navigate challenges and progress in their careers.
- Helps to set proper career path.

3. Parties to Coaching

- **Coach** – An expert or trained professional who provides guidance, feedback, and motivation.
- **Coachee (Learner/Employee/Individual)** – The person receiving coaching to enhance skills or performance.
- He or she is the person who get trained and earn all the skill sets.
- **Organization**– In corporate coaching, employers may facilitate coaching programs for employee development.

11.9 Coaching Process

1. **Assessment & Goal Setting** – Identifying the individual's strengths, weaknesses, and objectives. It further leads to goal setting.
2. **Creating a Development Plan** – Designing a structured plan with clear action steps.
3. **Coaching Sessions** – Regular meetings for discussions, exercises, and real-world application.
4. **Feedback & Progress Tracking** – Evaluating improvements, refining strategies, and addressing challenges.
5. **Implementation & Reflection** – Encouraging the learner to apply lessons learned and self-evaluate.

6. Closure & Follow-Up – Concluding the coaching relationship with a review of progress and future guidance.

11.10 Benefits of Coaching

For Individuals (Coachees or learners or trainees):

- Improves job performance and productivity.
- Enhances problem-solving and decision-making skills.
- Builds confidence and professional growth.

For Coaches:

- Strengthens leadership, communication, and coaching skills.
- Provides a sense of fulfilment by helping others succeed.
- Expands professional credibility and experience.

For Organizations:

- Develops a high-performing workforce.
- Manages better team work.
- Builds professional teams and leads to better understanding.
- Increases employee engagement, retention, and morale of trainees.
- Creates a culture of continuous learning and development.

11.11 Time management

- **Time Management Definition**
- “Time management” is the process of organizing and planning how to divide your time between specific activities.
- Good time management enables you to work smarter – not harder – so that you get more done in less time, even when time is tight and pressures are high.

11.12 Features of Time management

- Greater productivity and efficiency.
- A better professional reputation.

- Less stress.
- Increased opportunities for advancement.
- Greater opportunities to achieve important life and career goals.
- Leads to more focused and productive work.

11.13 Failing to manage your time effectively

How to use time effectively?

- Effective Planning
- Setting goals and objectives
- Setting deadlines
- Delegation of responsibilities
- Prioritizing activities as per their importance
- Spending the right time on the right activity



Source: www.google.com

11.14 TIME ANALYSIS

Time Analysis

The 4 quadrant plan of action



Source: www.jademagnet.com

9.15 Human resource Information system and concept

Definition

The Human Resource Information System is a system used to collect and store data on an organization's employees, like their name, address, age, salary, benefits, time and attendance, performance reviews, and more. This data is valuable input for data-driven decision-making in HR.

A Human Resource Information System (HRIS) is a software solution that integrates human resource management (HRM) and information technology (IT) to streamline HR processes, improve efficiency, and manage employee-related data. It serves as a centralized database that stores, processes, and retrieves HR-related information, aiding in decision-making and administrative functions.

11.16 Key Functions of HRIS

1. **Employee Information Management** – The software Stores and organizes employee details such as personal data, job history, payroll, and benefits.
2. **Recruitment & Onboarding** – Automates hiring processes, tracks job applications, and facilitates onboarding. Easier access to the database is possible.
3. **Payroll & Compensation** – Manages salaries, tax deductions, benefits, and bonuses based on the database maintained.
4. **Time & Attendance Tracking** – Tracks employee work hours, leaves, and overtime. Accuracy is possible and leads to proper maintenance.
5. **Performance Management** – Monitors employee performance, sets goals, and provides feedback. Proper performance metrics need to be adhered.
6. **Training & Development** – Schedules training programs, monitors progress, and maintains skill development records. Better training types needed to be looked into.

7. **Compliance & Reporting** – Ensures adherence to labour laws and generates reports for audits and decision-making. Compliance is possible

11.17 Goals of Human resource Information system

A software titled HRIS aims to enhance HR management by automating processes, improving data accuracy, and supporting strategic decision-making. The key objectives of HRIS include:

1. Efficient HR Data Management

- Centralizes employee records (personal details, job history, payroll, benefits).
- Reduces paperwork and manual data entry errors.

2. Streamlining HR Processes

- Automates tasks like recruitment, payroll, and performance management.
- Saves time and reduces administrative burden.

3. Enhancing Decision-Making

- Provides real-time access to HR data and analytics.
- Supports strategic HR planning (workforce forecasting, succession planning).

4. Improving Employee Experience

- Self-service portals for employees (leave requests, payroll info, training).
- Enhances communication between HR and employees.

5. Ensuring Compliance & Legal Adherence

- Maintains records for labor laws, tax regulations, and company policies.
- Generates reports for audits and legal compliance.

6. Workforce Planning & Development

- Tracks employee skills, training needs, and career progression.
- Helps in talent retention and succession planning.

7. Cost Reduction & Resource Optimization

- Reduces HR operational costs by automating routine tasks.
- Improves resource allocation and budgeting.

11.18 Designing HRIS

Needs Assessment & Requirement Analysis

- Identify HR functions that need automation (e.g., payroll, recruitment, performance management).
- Determine user requirements (HR personnel, employees, managers).
- Ensure compliance with labour laws and company policies.

2. System Architecture & Data Structure Design

- Define the database structure to store employee records, payroll details, benefits, etc.
- Choose between cloud-based vs. on-premises solutions.
- Ensure scalability to accommodate company growth.

3. Module Development

An effective HRIS consists of several integrated modules, such as:
Employee Information Management – Stores personal & job-related data.
Recruitment & Onboarding – Tracks applicants, automates hiring.
Payroll & Benefits Management – Handles salaries, tax deductions, and benefits.

Time & Attendance Tracking – Monitors working hours, leaves, overtime.
Performance & Training Management – Tracks employee performance, career growth.

Compliance & Reporting – Ensures adherence to legal requirements.

4. User Interface (UI) & Experience (UX) Design

- Develop an intuitive dashboard for HR managers and employees.
- Implement self-service portals for employees to access their data.
- Ensure mobile-friendliness for remote access.

5. Integration with Other Systems

- Connect HRIS with ERP, accounting, and payroll systems.
- Enable API integrations for seamless data exchange.

6. Security & Data Privacy

- Implement role-based access control (RBAC) to protect sensitive HR data.
- Ensure law compliance on regular basis (depending on the region).
- Use data encryption and regular backups for security.

7. Testing & Deployment

- Train HR teams and employees on system usage.
- Deploy and use resources to the fullest extent
- Understand where errors would arise and deliver to the clients.

8. Continuous Improvement & Maintenance

- Monitor system performance and gather user feedback.
- Regularly update security patches and software features based on the feedback received.
- Ensure scalability to support business growth and development.

11.19 Implementation of HRIS

- Understand the phase in better manner
- Need to take better decisions on timely basis based on implementation.

- Proper communication flow between managers during time of implementation is important.
- Regular feedback in this regard is important.

Summary

- A (HRIS) is a software solution that balances the procedures and exact employee related details. Mentoring and coaching employees in all aspects is important for organizations. It helps the employees to direct, travel in the right path which will lead the organization to growth and success.

Terminal questions

Differentiate mentoring and coaching.

Explain the concept of HRIS in detail?

CHAPTER 12

EMPLOYEE SEPARATIONS, DOWNSIZING & OUTPLACEMENT, FUNDAMENTALS OF INDUSTRIAL RELATIONS AND FUNDAMENTALS OF LABOUR LAWS

Downsizing: Meaning, Features, Importance, and Benefits

12.1 Meaning:

Downsizing refers to the planned reduction of a company's workforce to improve efficiency, cut costs, or respond to changing business conditions. It involves terminating employees, restructuring departments, or merging roles.

12.2 Features:

1. **Strategic Decision** – Carried out to improve financial health and operational efficiency.
2. **Employee Reduction** – Involves layoffs, early retirements, or voluntary separations.
3. **Cost-Cutting Measure** – Reduces payroll expenses and overhead costs.
4. **Impact on Morale** – Can lead to lower motivation and productivity among remaining employees.
5. **Legal & Ethical Considerations** – Requires compliance with labor laws and fair compensation.

12.3 Importance:

1. **Improves Financial Health** – Reduces costs and enhances profitability.
2. **Enhances Competitiveness** – Helps companies stay agile in dynamic markets.
3. **Encourages Restructuring** – Enables businesses to align with new strategic goals.

4. **Responds to Market Changes** – Addresses economic downturns, mergers, or technological advancements.
5. **Boosts Efficiency** – Eliminates redundancies and streamlines operations.

12.4 Benefits:

1. **Cost Reduction** – Saves money by lowering salary and benefits expenses.
2. **Increased Productivity** – Encourages employees to be more efficient.
3. **Better Resource Allocation** – Allows firms to invest in high-priority areas.
4. **Strategic Focus** – Helps companies focus on core competencies.
5. **Market Adaptability** – Enables quick response to industry disruptions.

12.5 Outplacement:

Meaning: Outplacement refers to support services provided to terminated employees to help them transition into new job opportunities. These services include career counseling, resume building, interview coaching, and job search assistance.

12.6 Features

Career Transition Support – Helps employees find new employment.

Employer-Funded Program – Typically sponsored by companies.

Professional Coaching – Includes resume writing, job search strategy, and interview training.

Psychological Assistance – Reduces stress and builds confidence.

Legal & Ethical Responsibility – Shows corporate social responsibility.

12.7 Importance

Maintains Employer Reputation – Demonstrates ethical business practices.

- Reduces Legal Risks – Minimizes wrongful termination lawsuits.
- Supports Employee Well-being – Helps individuals regain employment quickly.
- Boosts Workplace Morale – Shows concern for departing employees.
- Enhances Corporate Image – Builds a positive employer brand.

12.8 Benefits

- Faster Job Placement – Helps employees find new jobs efficiently.
- Emotional & Career Support – Reduces anxiety and improves job readiness.
- Reduces Unemployment Costs – Limits financial burden on employees and society.
- Maintains Workplace Culture – Ensures smooth transitions and morale.
- Improves Relations with Remaining Staff – Encourages trust in management.

Types of Downsizing & Outplacement

12.9 Types of Downsizing:

1. Workforce Reduction – Layoffs, early retirements, or terminations.
2. Organization Redesign – Restructuring departments and job roles.
3. Systemic Downsizing – Continuous efforts to improve efficiency (e.g., automation).
4. Helpful in recruitment to hire good talented employees.
5. Human resource planning function can be redesigned with job analysis.
6. It is cost effective in nature.

12.10 Types of Outplacement:

1. Group Outplacement – Conducted for large numbers of employees. Useful for big companies.
2. Individual Outplacement – Personalized career transition support.

3. Online Outplacement – Digital tools for job search and coaching.
4. Executive Outplacement – Tailored support for senior executives.
5. Employees seeking placement can be recommended by human resource managers of companies.

12.11 Meaning of Industrial Relations

Industrial Relations (IR) refers to the relationship between employers, employees, trade unions, and the government in the workplace.

It focuses on maintaining harmonious labour relations, ensuring fair wages, improving working conditions, and resolving disputes through negotiation, collective bargaining, and legal frameworks.

It helps the organizations to build brands for employers.

12.12 Features:

Collaborative Partnerships

1. Mutual benefit: Industry partners work together to achieve common goals. It helps to develop industry peace.
2. Trust and communication: Open communication and trust are essential for successful partnerships. Helps to understand in better manner.

Research and Development

1. Joint research initiatives: Industry partners collaborate on research projects to drive innovation. Inter disciplinary workings are possible through good industry relations.
2. Technology transfer: Industry partners share knowledge, expertise, and technology.

Talent Development

1. Internships and placements: Industry partners provide students with practical work experience. This leads to talent development.
2. Mentorship programs: Industry professionals mentor students and young professionals.

Curriculum Development

1. Industry-informed curriculum: Industry partners provide input on curriculum development.
2. Practical skills training: Industry partners provide training on practical skills. It helps to choose the type of training required

12.13 Objectives of Industrial Relations

- To develop and progress of Industry through democratic fashion.
- To safe-guard the interests of both workers and management.
- To help in establishing and maintaining industrial democracy.
- To provide an environment of cooperation and coordination.
- To eliminate unfair labor practices
- To control discipline and raise morale of employees.
- To raise the economic status of employees.
- To avoid industrial conflict and develop harmonious and cordial relations between the employees and management
- To protect the interest of the working professionals is an important task of management. In turn employees should also be committed towards their work.
- To increase organizational yield.
- To establish industrial peace.
- To reduce employee turnover and absenteeism.
- To establish and promote industrial democracy.
- To raise the asking benefit of the employees towards the challenges faced by them. Solutions to be provided for the challenges faced by them.
- There is must be a smooth relationship between workers and management.

12.14 Importance of Industrial Relations in HRM

Industrial Relations (IR) is crucial in Human Resource Management (HRM) as it fosters a positive work environment, enhances productivity, and ensures compliance with labour laws. Below are the key reasons why IR is important in HRM:

1. Ensures Workplace Harmony

- Promotes cooperation between employers and employees and industry peace.
- Reduces conflicts and creates a peaceful work environment.

2. Enhances Employee Productivity

- Satisfied employees work more efficiently.
- Good IR practices lead to higher engagement and motivation.

3. Prevents Labor Disputes and Strikes

- Strong IR mechanisms help in resolving disputes before they escalate.
- Reduces disruptions caused by strikes and work stoppages.

4. Promotes Fair Compensation & Benefits

- Ensures employees receive fair wages and benefits.
- Helps in maintaining equity in salary structures.

5. Compliance with Labor Laws

- Protects organizations from legal disputes and penalties.
- Ensures fair treatment of employees as per labor regulations.

6. Improves Employee Retention

- Good IR policies reduce turnover rates.
- Employees feel valued and are more likely to stay in the organization.

7. Enhances Organizational Reputation

- Companies with strong IR practices attract better talent.
- Positive employer branding leads to long-term success.

8. Encourages Collective Bargaining

- Enables negotiations between employees and management.
- Leads to fair agreements regarding wages, working conditions, and benefits.

9. Facilitates Change Management

- Helps employees adapt to organizational changes smoothly.
- Reduces resistance to new policies and technologies.

10. Contributes to Economic Growth

- Stable industrial relations improve business performance.
- Leads to national economic development through better labour relations.

12.15 Parties to Industrial Relations

Industrial Relations (IR) involves multiple stakeholders who play a crucial role in maintaining harmony between employers and working professionals. The key parties in industrial relations include:

1. Employers

- Represent business owners or management.
- Responsible for hiring, compensation, and workplace policies.
- Make strategic decisions affecting employees, such as wages, work conditions, and benefits.
- Engage in collective bargaining and dispute resolution.

2. Employees

- Individuals working for an organization, whether skilled or unskilled.

- Their primary concern is fair wages, job security, and good working conditions.
- Can be unionized or non-unionized.
- Participate in negotiations through representatives or directly with employers.

3. Trade Unions

- Signify the total interests of working professionals.
- Negotiate with employers for better wages, working conditions, and job security.
- Provide legal support and advocacy for workers.
- Engage in strikes or protests when necessary.

4. Employers' Associations

- Represent the collective interests of employers.
- Engage in negotiations with trade unions.
- Provide support and guidance on labor laws and industrial policies.
- Help resolve disputes and improve industry-wide labor relations.

5. Government

- Acts as a regulator, policymaker, and mediator.
- Ensures compliance with labor laws and fair employment practices.
- Enforces policies related to wages, benefits, and working conditions.
- Establishes industrial courts and tribunals for dispute resolution.

6. Industrial Tribunals & Labor Courts

- Specialized legal bodies that resolve industrial disputes.

- Handle issues like unfair dismissals, wage disputes, and strike resolutions.
- Ensure that labor laws are properly implemented and followed.

7. International Organizations (Optional)

- Bodies like the **International Labour Organization (ILO)** set global labor standards.
- Influence policies on workers' rights, fair wages, and working conditions.

Summary

The chapter explains the role of mentoring and coaching in organizations. It also explains the role of industrial relations that is maintained by organizations. The concept related to outplacement are also explained.

Terminal questions

- Explain the aspects of industrial relations?
- Describe downsizing in detail?

CHAPTER 13

MEANING AND PURPOSE OF PERFORMANCE MANAGEMENT, PERFORMANCE APPRAISAL METHODS, MERITS AND DEMERITS



Performance Management

Source: <https://kredily.com/challenges-in-performance-management-5-proven-strategies/>

13.1 Meaning of performance appraisal

Performance management is a corporate management tool that helps managers monitor and evaluate employees' work. Performance management's goal is to create an environment where people can perform to the best of their abilities and produce the highest-quality work most efficiently and effectively.

13.2 Purpose or why appraise performance is needed

The following are the reasons organizations do performance appraisal for their employees:

- Pay and promotional decisions based on employees' appraisal.
- Appraisal helps boss and subordinate to develop a plan for correcting any deficiencies.
- Helps to reinforce correct things
- Appraisal helps for individual career planning purpose.

- based on employee's career plan, strength and weakness an opportunity to enhance one's career is provided.
- Drive the culture of performance
- People will follow the rules, procedures.

13.3 Significance of performance appraisal

Performance appraisal is considered to be important for the following reasons:

- Helps to know individual strength and weakness.
- Helps to improve productivity.
- Weak employees can be identified and effective training can be provided
- The above stated helps to increase employee contribution.
- On the other hand organizational productivity also increases.
- Organizational performance and effectiveness together increases.
- Employees realize that organization takes care of them.
- They understand organization considers them as very important assets.
- Helps to set work standards.
- Helps to set SMART –Specific, measurable, attainable, relevant and timely goals
- Encourages employee participation.
- It is the process where the employees receives a proper feedback.
- The employees get a proper direction on which they need to focus and work.
- The managers will be able to guide their employees towards the goals of the organizations.

13.4 Potential challenges faced in Performance Appraisal

- **Having unclear standards** in techniques followed in appraisal may lead to confusions.
- Eg: graphic type rating scales have unclear standards, halo effect, bias, strictness or leniency
- In order to solve this problem, have rating scales as “Role mode” or “Below expectations”
- **Halo effect:** means increasing the perception and based on this the rankings also increases.
- This creates bias opinion while rating. This needs to be curbed.
- Eg: supervisors always rate unfriendly employees below their traits.
- To solve the above problems “BARS” model and supervisory training will help to solve the issue.
- **Central tendency:** means rating all employees in the average scale while rating
- This will be less useful during the time of promotions, salary.
- Hence ranking scales will help to solve the problem.

13.5 Performance Appraisal Process

The **Performance Appraisal Process** is a systematic evaluation of an employee's job performance over a specific period. It helps organizations assess individual contribute to its employment identify areas for improvement, and align performance with company goals.

The process typically consists of the following steps:

1. Establish Performance Standards

- Define clear, measurable, and achievable job expectations.
- Align with organizational objectives and employee roles.

2. Communicate Expectations

- Ensure employees understand performance criteria and goals.
- Provide job descriptions and key performance indicators (KPIs).

3. Measure Actual Performance

- Collect performance data through observations, reports, or feedback.
- Use tools like self-assessments, peer reviews, and manager evaluations.

4. Compare Performance with Standards

- Evaluate if employees meet, exceed, or fall short of expectations.
- Identify strengths, weaknesses, and skill gaps.

5. Provide Feedback and Coaching

- Conduct performance review meetings to discuss results.
- Offer constructive feedback, recognize achievements, and suggest improvements.

6. Decide on Rewards or Development Plans

- Determine promotions, bonuses, or training needs.
- Implement performance improvement plans (PIPs) if necessary.

7. Document and Plan for Future Improvement

- Keep records of appraisals for future reference.
- Set new goals and outline development plans for continuous growth.

13.6 Methods of appraisal

- **BEHAVIORALLY ANCHORED RATING SCALE - BARS**
- Type of rating scale which consists of from good to poor performance

- Developing BARS involves the following steps:
- 1. write critical incidents like ask persons who know the job
- 2. develop performance dimensions like skills required
- 3. have another team who also know about the job ie critical incidents
- 4. Rate the jobs and analyze the job performance
- 5. Develop a questionnaire finally that can be used to evaluate the behavioral skills of employees.
- Sales representative:
- If he is need to be rated then the above steps to be followed

Advantages of BARS rating

- Accuracy on job performance
- Clearer standards in rating
- Developing knowledge about jobs helps to rate better and provide proper feedback
- Independent ratings for each job possible
- This tool provides more consistency.

Graphic rating scale

This scale measures on the aspects of different aspects of job.

- Generic job dimensions like communication, team work, know-how, and quantity.
- Job actual duties are rated, eg: for rating a pizza chef, one of the duty is to maintain adequate inventory of pizza dough.
- competency can be rated based on the essential competency in the job or target achievement can also be rated

Competency based appraisal forms

- How far employees exhibit the Competency required for the job.

- One of the methods as to appraisal.
- Or achieving of specific objectives
- This method highlights the required competencies to be developed by the employees.
- Also identifies and **analyses problems ie problem solving.**
- The employee and supervisor would fill the objectives which forms as the base for next appraisal.

Alteration ranking method

- Ranks employees from worst traits to best traits. (quality of people)
- first all the employees are rated
- People who have not scored are not named in ranking
- The next step is employee who is the highest in the characteristic being measured and the next lowest are listed.
- Like this all employees are ranked.

Following are the details of the sale target as per employees are given. You are asked to rank the employees based on the target achievement.

Employee Name	Sales target achievement in percentage
Employee 1	87
Employee 2	92
Employee 3	67
Employee 4	81
Employee 5	98

Employee 6	79
Employee 7	95
Employee 8	87
Employee 9	74
Employee 10	93
Employee 11	90.5
Employee 12	89

Source: www.google.com

Rank the employees.

Paired comparison method

- The trait of the employee with the job are compared here.
- Suppose if I have 5 employees to compare, A-E, A will be compared individually to B, to C and similarly to the remaining employees.
- Then for each trait indicate + or – in order to know who is the better employee.

Then add the number of + marks, then they are the best employee.

360-degree feedback

Meaning:

360-degree feedback is a performance evaluation method in which an employee receives feedback from multiple sources, including supervisors, peers, subordinates, and sometimes even customers. This approach provides a well-rounded perspective on an employee's skills, behaviour, and overall performance.

The overall quality of employees can be understood with this type

of appraisal.

Features of 360-Degree Feedback

1. **Multiple Perspectives** – Feedback comes from different stakeholders, ensuring a holistic review. Stakeholders feedback play a vital role as the business activities happens with the help of them.
2. **Anonymity** – Responses are often confidential, encouraging honest feedback for employees and are used only for work purposes.
3. **Competency-Based** – Focuses on key competencies such as leadership, communication, teamwork, and decision-making. Various good dimensions of employees can also be visible and hence helpful for promotions.
4. **Development-Oriented** – Aims to identify strengths and areas for improvement rather than just evaluating performance. Thus organizations helps to develop their employees.
5. **Structured Process** – Uses surveys or questionnaires with standardized metrics.
6. **Regular Implementation** – Often conducted annually or semi-annually as part of the performance appraisal system. Every company organizes performance appraisal annually or according to the norms of the company.

Summary

A performance appraisal is the periodic assessment of an employee's job performance as measured by the competency expectations set out by the organization. The performance assessment often includes both the core competencies required by the organization and also the competencies specific to the employee's job.

The appraiser, often a supervisor or manager, will provide the employee with constructive, actionable feedback based on the

assessment. The aim of a performance management is very broad. The brand and good quality of employees are projected. The aim of the firm is also well understood and as per that the employees work.

Terminal questions

- Explain performance management needs with its features?
- Describe the methods of performance appraisal?
- Outline the process of performance appraisal?

CHAPTER 14

PUNISHMENT AND PROMOTION

14.1 Meaning of Employee Discipline

Employee discipline refers to the structured process by which organizations ensure that employees adhere to workplace rules, policies, and ethical standards. It is essential for maintaining a productive, respectful, and legally compliant work environment. Discipline can be proactive (preventing issues through policies and training) or reactive (addressing misconduct through corrective actions). It is essential that employees do follow the discipline, rules and regulations in the organizations.

It is followed in the organizations in the form of organizational culture.

Discipline – how should employees should conduct themselves in an organization.

Employee Discipline – following the rules by the employees in the firm.

14.2 General rules to be followed in the organizations are as follows:

Rules to Be Followed in Organizations

Organizations establish rules and policies to ensure a smooth workflow, maintain discipline, and create a positive work environment. These rules generally cover areas such as workplace behaviour, ethics, safety, and performance.

1. General Workplace Conduct Rules

- Adhere to company policies and procedures.
- Treat colleagues, clients, and customers with respect and professionalism.
- Maintain punctuality and regular attendance. Time management plays a vital role.

- Follow the company's dress code and grooming standards.
- Avoid disruptive behavior, harassment, or discrimination.
- Refrain from using offensive or inappropriate language.

2. Work Performance Rules

- Complete assigned tasks within deadlines and maintain quality standards.
- Follow instructions from supervisors and managers.
- Cooperate and collaborate with team members. Team management is vital for growth and organizational success.
- Avoid unnecessary delays, procrastination, or negligence.
- Be proactive in learning and improving job skills.
- Attend training if needed.

3. Attendance and Punctuality Rules

- Report to work on time as per scheduled hours.
- Notify the manager in case of absence or lateness.
- Follow leave policies and get prior approval for planned leaves.
- Avoid excessive absenteeism or unauthorized leaves.

4. Ethical and Professional Conduct

- Maintain honesty and integrity in all work-related matters.
- Avoid conflicts of interest and disclose any potential issues.
- Do not engage in bribery, fraud, or unethical behavior.
- Maintain confidentiality regarding company data and client information.
- The above general instructions are provided in the human resource policies and procedures. This may differ from organization to organization. Tailor made policies are generally done by all companies.

14.3 Features of Employee Discipline

1. **Clear Rules and Policies** – Organizations set explicit guidelines regarding behaviour, attendance, and performance.
2. **Consistency** – Discipline is applied uniformly to all employees to ensure fairness.
3. **Progressive Approach** – Usually follows a step-by-step process (warnings, suspension, termination) is generally followed.
4. **Corrective Rather than Punitive** – Aims to improve behaviour rather than punish employees unnecessarily.
5. **Legal Compliance** – Must align with labour laws, company policies, and ethical considerations.
6. **Documentation** – Proper records of disciplinary actions are maintained for accountability and legal protection.
7. **Confidentiality** – Disciplinary matters are handled with discretion to protect employee dignity.

14.4 Importance of Employee Discipline

- **Maintains Workplace Order** – Ensures a smooth and harmonious work environment.
- **Enhances Productivity** – Reduces workplace disruptions and inefficiencies.
- **Ensures Fairness and Equity** – Prevents bias and favouritism in handling employee behaviour.
- **Protects Organizational Reputation** – Prevents misconduct that can harm the company's image.
- **Reduces Legal Risks** – Helps avoid lawsuits related to wrongful termination or discrimination. This is considered one of the important aspects of the employee discipline.
- **Promotes Ethical Conduct** – Encourages professionalism and integrity in the workplace. This is the need of the hour.

14.5 Benefits of Employee Discipline

- **Encourages Positive Behaviour** – Employees understand expectations and work accordingly.
- **Boosts Employee Morale** – A disciplined environment fosters fairness and motivation.
- **Minimizes Workplace Conflicts** – Clear rules reduce misunderstandings and disputes.
- **Improves Employee Performance** – Employees strive for higher standards due to clear accountability.
- **Ensures Compliance with Laws** – Reduces legal liabilities related to labour laws and regulations.

14.6 Types of Employee Discipline

1. **Preventive Discipline** – Focuses on training, policies, and communication to prevent misconduct.
2. **Corrective Discipline** – Involves steps like verbal warnings, written notices, and suspension to address issues.
3. **Progressive Discipline** – A stepwise approach starting with minor corrective actions and escalating if issues persist.
4. **Punitive Discipline** – Involves strict penalties like termination for serious violations. It involves enquiry by committee members.
5. **Self-Discipline** – Encourages employees to regulate their behaviour based on company values and personal integrity.

Maintenance of service records and achievements are important in organizations. The disciplinary action taken needs to be maintained manually and technologically.

14.7 Disciplinary Procedure will be initiated and if proved they will be punished.

Preliminary Investigation based on the evidence.

Filing complaint against the employee behaviour

Receiving explanations

- a. Obtaining answers for the mistakes committed
- b. Obtaining reasons for the behaviour

Accepting or rejecting explanation

- c. Based on the explanation provided
- d. Checking the validity based on the evidence

Domestic inquiry

Findings of the report

Taking disciplinary actions

Types of Punishments/Disciplinary Actions

- Warnings – Verbal/Written



Source: <https://www.chrmp.com/disciplinary-action/>

- **Severe warning or last warning**



Source: <https://www.brighthr.com/articles/employee-conduct/warnings/final-written-warnings-at-work/>

- Fines (5% of the salary goes to employee welfare fund)
- Suspension
- Transfer
- Deferment of increments and promotions
- Demotion: not providing promotions
- When, because of a change in technology, method and practices, old hands are unable to adjust or when employees because of ill health or personal reasons, cannot do their job properly.

Employee discipline under various act are as follows:

- **Industrial Employment (Standing Orders) Act, 1946 (IESOA):**

This act requires employers in certain industrial establishments to issue "standing orders" that clearly define employment conditions, including acts or omissions that constitute misconduct, and the disciplinary procedures to be followed.

- **Industrial Disputes Act, 1947 (IDA):**

This act addresses industrial disputes, including those arising from disciplinary actions, and provides mechanisms for their resolution, such as conciliation and adjudication.

- **Trade Unions Act, 1926:**

This act provides a legal framework for trade unions, which play a role in representing employees' interests and can be involved in disciplinary matters.

- **Other relevant Acts:**

- **Factories Act, 1948:** This act deals with working conditions, which can indirectly impact disciplinary matters.

The above acts speak about employee discipline in organizations.

14.8 PROMOTION

Promotion refers to the activities and strategies used by businesses to communicate, persuade, and attract customers to buy their products or services. It is a key element of the marketing mix (Product, Price, Place, Promotion) and helps in increasing brand awareness, generating sales, and building customer relationships.



Source:<https://www.verveonlinemarketing.com/blog/what-is-promotional-marketing/>

The new job will be promotion only if entails increased responsibilities and enhanced pay.

Features of Promotion

1. **Communication-Oriented** – It involves sharing information about a product or service with potential customers.
2. **Persuasive in Nature** – The main goal is to influence consumer behavior and encourage them to make a purchase.
3. **Targeted Approach** – Promotions are designed for specific audiences based on market segmentation.
4. **Short-Term and Long-Term Impact** – Some promotions generate immediate sales, while others build brand loyalty over time.
5. **Multi-Channel Execution** – It can be done through various channels like advertising, sales promotions, personal selling, direct marketing, and public relations.
6. **Cost Involved** – Businesses allocate budgets for promotions to maximize reach and effectiveness.

14.9 PURPOSES OF PROMOTION

1. **Increase Sales** – Encourage customers to buy products or services.
2. **Brand Awareness** – Help people recognize and remember the brand.
3. **Market Expansion** – Reach new customer segments and geographic locations.
4. **Competitive Advantage** – Differentiate from competitors and create a unique brand identity.
5. **Customer Engagement** – Build relationships and encourage repeat purchases.
6. **Educate Consumers** – Provide information about product features, benefits, and usage.

PROMOTION POLICY

A sound promotion policy reduces the personnel problems regarding promotions considerably and ensures the employees fair chances of advancement.

- It should be clarity
- It should be free from partiality.
- Provide to employees who are competent.
- Should be as per organizational culture.

14.10 PRINCIPLES OF PROMOTION

- The promotion policy should be in practice.
- The proportion of vacancy and promotion should be looked into.
- The promotion policy should mention the basis of promotion-seniority cum merit principle.
- It should increase the compensation of the employees.

14.11 BASES OF PROMOTION

Organizations approaches differ in this:

The well-established bases of promotion are :

1. Seniority cum merit principle
2. Qualified principle

14.12 MERITS OF PROMOTION

1. **Boosts Revenue** – Increased visibility and engagement lead to higher sales.
2. **Enhances Brand Image** – A strong promotional strategy builds trust and credibility.
3. **Encourages Customer Loyalty** – Promotions like discounts and loyalty programs retain customers.

4. **Expands Market Reach** – Helps in entering new markets and increasing market share.
5. **Supports Product Differentiation** – Helps businesses highlight unique selling points (USPs).
6. **Influences Buying Decisions** – Promotional offers can convince customers to choose one brand over another.

Summary:

A promotion involves a change from one job to another that is better in term of status and responsibility. Competent employees are motivated to exert all their energies and contribute to organizational efficiency and effectiveness. This system continuously encourages the employees to acquire new skill, knowledge.

Terminal question

Explain the concept of promotion in detail?

CHAPTER 15

JOB EVALUATION AND SALARY FIXATION

15.1 Job Identification

- Contains information like job title like name of the job such as supervisor of data processing operations etc.
- It is important that information about the labor act should be known
- e.g.: employees should be covered under the definition “work man” within the Industrial dispute act of 1947.
- The laws play a vital role in determining the jobs.
- **Job Summary**
- Should summarize the essence of the job and should include major functions or activities.
- E.g.: salesman is responsible for selling text books, materials managers is responsible for regulating deliveries of stores, and distributes all materials required to production line.
- The above is an example of job description.
- It includes more roles and responsibilities.

15.2 Job Specification

- It states what human traits and experience are required to do job effectively.
- It shows what kind of person to recruit and for what qualities you should test that person.
- Eg: if a job for a book keeper you need to focus on traits like length of service, quality of relevant training, and previous job performance.
- Mostly it concentrates on human requirements for placing already trained people on a job.

15.3 Basic factors in determining pay rates

- Employee compensation refers to all forms of pay going to employees and arising from their employment.

- Two main components are involved 1. direct financial payments like wages, salaries, incentives, commissions and bonuses
- Increments of time or performance also forms a part.

2. **Non-Cash Benefits** – It does not include direct financial payments but provides value in other forms.

Employee-Centric – Aims to improve employees' job satisfaction, security, and motivation.

Enhances Retention & Loyalty – Encourages employees to stay with the company longer.

Legally Required & Voluntary – Some benefits (like social security) are mandatory, while others (like wellness programs) are optional.

Long-Term Impact – Helps in career development, health, and financial security. People working in industry (blue collars) and clerical workers get hourly salaried paid by week, month and year.

15.4 Direct Compensation

Direct compensation refers to the monetary payments employees receive from their employer in exchange for their work. It includes salaries, wages, bonuses, and other cash-based rewards that directly contribute to an employee's income.

Features of Direct Compensation:

1. **Monetary in Nature** – It consists of cash payments made to employees.
2. **Performance-Linked** – Often based on job role, experience, skills, or performance.
3. **Legally Required in Some Cases** – Minimum wages and overtime pay must comply with labor laws.
4. **Regular & Fixed** – Salaries and wages are paid periodically (monthly, weekly, etc.).

5. **Short-Term & Immediate** – Employees receive compensation within a set timeframe.

Types of Direct Compensation:

1. **Basic Salary or Wages** – Fixed payment given to employees based on their employment contract.
2. **Hourly Wages** – Payment based on the number of hours worked.
3. **Bonuses** – Additional payment based on individual or company performance.
4. **Commission** – Earnings based on sales or performance metrics, common in sales jobs.
5. **Overtime Pay** – Extra pay for working beyond regular hours.
6. **Profit-Sharing** – A portion of company profits distributed to employees.

Importance of Direct Compensation:

1. **Motivates Employees** – Higher pay encourages better performance.
2. **Ensures Financial Security** – Employees rely on salaries for daily living expenses.
3. **Attracts & Retains Talent** – Competitive pay helps hire and keep skilled workers.
4. **Encourages Productivity** – Performance-based pay drives employees to work harder.
5. **Provides Fair Compensation** – Employees are rewarded based on their work value.

15.5 Minimum wage in India

- The Minimum wage in India is fixed both by central and state governments following the provisions of the minimum wage act of 1948.

- Amendments to suit circumstance are made in the bill
- There are also tripartite committees comprising of representatives of employees, unions and governments are set both in central and state governments to fix minimum wage at regular intervals.
- The wage is fixed only with to scheduled employments ie those specified in the schedule of the act.
- Workers are eligible for overtime

Summary

- The Minimum wage in India is fixed both by central and state governments following the provisions of the minimum wage act of 1948.
- Leave Policy It is the right of employee to get adequate number of leave while working with the organization.

Terminal questions

Explain leave policy concepts in detail?

CHAPTER 16

CONTEMPORARY ISSUES IN HRM



Source: <https://www.spiceworks.com/hr/talent-management/articles/what-is-talent-management/>

16.1. Meaning of Talent Management

Talent management refers to the strategic process of attracting, developing, retaining, and utilizing skilled employees to achieve business objectives. It involves workforce planning, recruitment, training, performance management, and career development to enhance organizational growth.

16.2. Features of Talent Management

- **Strategic Process** – Aligns human resource goals with business strategy. It is important process that leads to organizational success.
- **Continuous Development** – Focuses on ongoing learning and skill enhancement. It leads to employee development and increases the motivation of the employees.
- **Employee-Centric** – Aims at improving employee experience and satisfaction. It is totally drafted for employees development.
- **Technology-Driven** – Uses HR analytics, AI, and digital tools for efficiency. Modern tools are used for data driven decision making.

- **Performance-Oriented** – Emphasizes productivity, engagement, and leadership growth. It is fully performance oriented. It helps to adopt scales based on the organization suitability.
- **Diversity and Inclusion** – Promotes a diverse workforce for innovation and competitive advantage. This is an important competitive advantage for employees.

16.3. Importance of Talent Management

- **Attracts Top Talent** – it helps recruit skilled professionals based on skill. It provides lot of importance to employees.
- **Enhances Employee Retention** – This helps to reduces turnover through engagement and career growth. Labour turnover is the biggest challenge that needs to be addressed by the organizations.
- **Boosts Productivity** – Ensures employees are well-trained and motivated. This helps to increase and improve the productivity in the organizations.
- **Improves Employer Brand** – Strengthens company reputation in the job market. The employer brands also increases in the market.
- **Supports Business Growth** – Aligns talent with long-term business goals.

16.4. Types of Talent Management

- **Strategic Talent Management** – Aligns HR strategies with corporate objectives. This is normally performed by top management personnels.
- **Operational Talent Management** – Focuses on day-to-day HR functions like hiring and training. This is done by the executive level employees.
- **Succession Planning** – Identifies and develops future leaders. Helps to find and nourish talented leaders for the organization.
- **Performance Management** – Monitors and improves employee performance. Talent is one of the important yard stick for performance management measurement.
- **Talent Acquisition** – Involves recruiting, onboarding, and employer branding.

16.5. Benefits of Talent Management

- **Better Workforce Planning** – Ensures the right talent in key positions. This leads to better workforce management.
- **Increased Employee Engagement** – Motivates employees through career growth. Employee engagement is one of the important aspects of the organization.
- **Higher Innovation & Productivity** – Encourages creative problem-solving. This leads to better innovation and creativity.
- **Reduced Recruitment Costs** – Lowers hiring expenses by improving retention.
- **Competitive Advantage** – Builds a skilled workforce for long-term success.

16.6. Trends in Talent Management

- **AI and HR Analytics** – Automates hiring, skill assessments, and employee engagement.
- **Remote & Hybrid Work** – Increases flexibility and talent accessibility.
- **Diversity, Equity, and Inclusion (DEI)** – Promotes fair opportunities in the workplace.
- **Employee Well-being Programs** – Focuses on mental health and work-life balance.
- **Upskilling & Reskilling** – Adapts to evolving job roles through continuous learning.
- **Gig Economy & Freelancing** – Expands workforce flexibility and project-based hiring.

16.7 COMPETENCY MAPPING

16.8 Meaning of Competency Mapping

➤ Competency mapping is the process of identifying key skills, knowledge, and behaviours required for a specific role within an organization.

- It helps in assessing an individual's competencies and aligning them with business objectives for better performance and career development.
- It helps the business to achieve the required success.

16.9 HISTORY OF COMPETENCY MAPPING

This concept has the history from 1970s and continues till date. This concept has provided with lot of insights for the organizations.

- **1970s** – Introduced by David McClelland, who emphasized that traditional intelligence tests were not the best predictors of job success.
- **1980s** – Competency-based HR practices gained momentum, especially in leadership and talent management.
- **1990s** – Organizations started adopting competency frameworks to improve performance management.
- **2000s-Present** – Due to evolution in modern Digital tools, AI, and HR analytics have enhanced competency mapping for strategic workforce planning. It has helped to develop competitive advantage for organizations.

16.10 FEATURES OF COMPETENCY MAPPING

- **Skill Identification** – Recognizes technical, behavioural, and leadership skills. These skills are necessary for job fit.
- **Role-Specific Competencies** – Maps competencies to job descriptions. This is the part of recruitment process.
- **Performance Measurement** – Helps evaluate employee effectiveness. This is another measurement for employee productivity.

- **Training & Development** – Identifies skill gaps for targeted learning. It promotes learning and development among the employees
- **Continuous Improvement** – Regularly updated as per industry needs. This leads to continuous improvement for employees.
- **Customizable Frameworks** – Adaptable to different organizations and roles. This can be tailor made as per the requirements of the organization.

16.11 IMPORTANCE OF COMPETENCY MAPPING

- **Enhances Workforce Productivity** – Ensures the right skills for the right job with right compensation for right candidates.
- **Improves Recruitment & Selection** – Matches candidates with job requirements. It is the process that helps to match human resource planning, job analysis and recruitment process.
- **Strengthens Employee Development** – Identifies training needs for career growth. It is for the development of the employees.
- **Supports Succession Planning** – Prepares employees for leadership roles and helpful in succession planning.
- **Enhances Performance Management** – Provides clear evaluation criteria and leads to unbiased measurements.
- **Aligns with Business Strategy** of the organization and ensures competencies support organizational goals.

16.12 BENEFITS OF COMPETENCY MAPPING

- **Leads to Better Talent Management** and thus helps in hiring, training, and retention.
- **Increased Employee Engagement** and aligns skills with career aspirations of the individual employees.

- **Higher Job Satisfaction** that makes employees to perform roles suited to their SWOT.
- Reduces hiring mistakes and unnecessary training costs for the organization.
- **Enhances Competitive Advantage** and builds a high-performing workforce.

16.13 PROCESS OF COMPETENCY MAPPING

1. **Identify Job Roles & Responsibilities** and helps to define key functions for each position in the organization.
2. **List Required Competencies** required for the job. It helps to determine technical, behavioral, and leadership skills needed.
3. **Helps to assess Current Competencies** –that helps to evaluate existing employee skills using surveys, tests, or 360-degree feedback.
4. **Identify Gaps** – Compare required vs. actual competencies to find areas for improvement.
5. **Develop Competency Framework** and create structured guidelines for different job roles.
6. **Implement Training & Development Programs** – Address competency gaps through learning initiatives for employees.
7. **Monitor & Update Competencies** – Regularly refine competency models based on industry trends and business needs.

Hence a good competency mapping leads to effective results.

16.14 UNDERSTANDING EMPLOYEE SAFETY

Introduction

- On December 3, 1984 India woke up the industrial disaster it had ever faced. Employees working in the Union Carbide Corporation's pesticide plant in Bhopal and the residents staying near the plant experienced extreme discomfort. Lack of adequate

safety measures had caused tons of deadly methyl isocyanine gas to be released open. Within the next few years thousands of people died in the city. The accident was termed as one of the worst industrial disasters in the world. The Bhopal tragedy highlighted the importance of maintaining safety and health standards at the work place and the long term effects. With the above incident there are lot of preparedness done by the government to face the worst situations. It is only related to public, but the organizations also too take lot of safety measures for its employees.

16.15 Meaning

- **Health and safety** is very important aspect as to the place in which employees work. Being **safe** at work is vital. Employer should provide it.
- It is the basic aspect to be provided to employees at work place. The risk and hazards should be properly handled and informed to the employees so that they can act with caution.

16.16 Features of Health and Safety in Organizations

1. Risk Assessment and Hazard Identification – Identifying potential risks in the workplace and taking preventive measures. This is precaution for safety.
2. Safety Policies and Procedures – Clear guidelines on workplace safety, emergency response, and protective measures. The organization needs to possess.
3. Employee Training and Awareness – Regular safety training programs to educate employees on workplace hazards and safety protocols.
4. Use of Personal Protective Equipment (PPE) – Providing necessary safety gear like helmets, gloves, and goggles where required.
5. Ergonomic Workplace Design – Ensuring comfortable and safe working conditions to reduce physical strain.

6. Emergency Preparedness – Fire drills, first-aid training, and clear evacuation plans in case of accidents.
7. Regular Health Check-ups – Monitoring employees' health to prevent occupational diseases.
8. Compliance with Legal and Regulatory Requirements – Adhering to local and international workplace safety laws and guidelines.
9. Workplace Mental Health Support – Programs to address stress, burnout, and mental health issues.
10. Incident Reporting and Investigation – Mechanisms to report and analyze workplace accidents and near-misses.

16.17 Importance of Employee Health and Safety

- Legal Compliance – Avoiding legal issues and penalties by following workplace safety regulations.
- Employee Well-being – Ensuring workers feel safe, valued, and motivated. Work life balance play a vital role.
- Productivity Boost – Healthy employees work more efficiently, reducing absenteeism. This increases organizational success.
- Reputation Management – A strong safety culture enhances employer branding and attracts talent. This should be a part of organizational culture.
- Lower Costs – Reduces expenses related to medical claims, legal fees, and compensation when employees are caution enough.
- Prevention of Workplace Accidents – Mitigates risks that can lead to serious injuries or fatalities. Proper sign boards is important to create awareness about the accident work place area.

16.18 Benefits of a Strong Health and Safety Culture

Improved Employee Morale – Workers feel secure and engaged in a safe environment.

Higher Retention Rates – Reduced turnover as employees trust their employer's commitment.

Enhanced Productivity – Healthy employees contribute more effectively to business goals and growth of the firm.

Reduced Workplace Incidents – A proactive approach that helps to prevent accidents and health issues.

Stronger Organizational Reputation – Positive safety practices improve the company's public image.

16.19 Grievance Handling

What is a Grievance:

A workplace violation. A dispute between the union or a unit member and management.

- ◆ It highlights on who is involved
- ◆ When did it happen
- ◆ Where did it happen
- ◆ What happened

16.20 Guidelines for writing Grievances:

- ◆ The Situation needs to be explained.
- ◆ Who, what, when & where the incident has happened need to be mentioned.
- ◆ The Content of the grievance to be explained very clearly.
- ◆ What is the grievance need to be specifically explained.
- ◆ The Remedy: what need to be explained. What is needed to remedy the situation should be looked into.

Grievance Informal:

- ◆ An initial attempt to solve the problem at the lowest level.

- ◆ Usually consists of an informal meeting with the grievant, steward and management.

Grievance Levels Arbitration/Civil Court

- ◆ Types of arbitration (mediation)
- ◆ Binding
- ◆ Recommendary
- ◆ Civil Court
- ◆ Alternative forum of redress
- ◆ **Arbitration** is a procedure in which a dispute is submitted, by agreement of the parties, to one or more **arbitrators** who make a binding decision on the dispute. In choosing **arbitration**, the parties opt for a private dispute resolution procedure instead of going to court.
- ◆ When **arbitration** is binding, the decision is final, can be enforced by a court, and can only be appealed on very narrow grounds.

Duty of Fair Representation A Legal Responsibility:

- ◆ Union has a duty to represent all people included in the unit, regardless of membership.
- ◆ Union has a duty to investigate all grievance requests fairly.
- ◆ Union must have a basis for not pursuing a grievance.

Summary

Grievance of employees to be handled in proper manner. The law should also support and provide solutions to employees grievances.

Terminal questions

Explain the approaches and solutions to employees grievances in organizations?

CHAPTER 17

WORK LIFE BALANCE, QUALITY OF WORK LIFE AND HUMAN RESOURCE DEVELOPMENT IN INDIA



Source: <https://www.vecteezy.com/free-vector/work-life-balance>

17.1 Meaning of work life balance

“ Work–life balance is a broad concept including proper prioritizing between “work” (career and ambition) on one hand and “life” (Health, pleasure, leisure, family and spiritual development) on the other. Related, though broader, terms include “lifestyle balance” and “life balance”. This has been the most important concept in work place now a days.

17.2 Ways to work life balance

The different ways to keep up work life balance are :

- ❖ Blur the boundaries
- ❖ Manage expectations
- ❖ Keep a clear head

- ❖ Show your humanity
- ❖ Set challenging goals
- ❖ Talent transfer
- ❖ Get focused
- ❖ Set a reasonable pace
- ❖ Share goals
- ❖ Making up of mind and strategizing approaches to do the work.

17.3 Regaining work life balance:

1. Set Clear Work Boundaries

- **Define Work Hours:** Stick to a fixed schedule and avoid working beyond office hours.
- **Communicate Availability:** Inform colleagues about your working hours to set realistic expectations.
- Avoid Checking Work Emails After Hours:** Disconnect from work emails and messages during personal time.
- **Prioritize and Manage Time Effectively**
- **Use a To-Do List:** Identify and focus on high-priority tasks.
- Follow the 80/20 Rule (Pareto Principle):** Focus on tasks that bring the most results with less effort.
- **Avoid Multitasking:** Concentrate on one task at a time to improve efficiency.

8. Learn to Say ‘No’

- **Avoid Over committing:** Accept only as much work as you can realistically handle.
- **Delegate Tasks:** Share responsibilities with colleagues to reduce workload.

Respect Your Limits: Politely decline additional work that interferes with personal time.

9. Create a Healthy Work Environment

- **Take Short Breaks:** Step away from the desk for a few minutes to refresh your mind.
- **Maintain an Ergonomic Workspace:** Ensure proper seating and posture to reduce physical strain.

- **Use Productivity Techniques:** Methods like the Pomodoro Technique (working in short sprints with breaks) can improve efficiency.

10. Make Time for Personal Well-being

- **Exercise Regularly:** Engage in physical activities like walking, yoga, or gym workouts.
- **Get Enough Sleep:** Aim for 7-8 hours of quality sleep each night.
Practice Mindfulness: Activities like meditation, deep breathing, or journaling can help manage stress.

11. Spend Quality Time with Family and Friends

- **Plan Personal Activities:** Set aside dedicated time for hobbies, vacations, and social events.
- **Limit Screen Time:** Reduce time spent on work-related devices during personal hours.
- **Be Present:** Focus on personal interactions without work distractions.

12. Leverage Flexible Work Options

- **Work from Home (If Possible):** Remote work can reduce commute stress and improve flexibility.
- **Use Paid Time Off:** Take vacations and mental health days to recharge.
Request Flexible Hours: If feasible, adjust work hours to better fit your lifestyle.

13. Seek Support When Needed

- **Talk to Your Manager:** Discuss workload concerns and explore solutions.
- **Join Support Networks:** Engage with workplace wellness programs or peer support groups.
- **Consult a Professional:** Seek guidance from career or mental health 143 counsellors if work stress becomes overwhelming.

17.4 HUMAN RESOURCE DEVELOPMENT

Meaning of HRD

Human Resource Development (HRD) is a systematic approach to improving employees' skills, knowledge, and abilities to enhance their

performance and contribute to organizational growth. It includes training, career development, performance management, coaching, mentoring, and organizational development.

17.5 Features of HRD

1. **Continuous Learning Process** – HRD focuses on ongoing training and skill enhancement which leads to continuous learning.
2. **Employee-Centric Approach** – Aims to develop employees' potential for both personal and professional growth. This is one of the employee centric approach.
3. **Performance-Oriented** – Enhances efficiency and effectiveness in the workplace. It leads to performance measurement of the employees.
4. **Career Development** – Helps employees grow within the organization through promotions and skill upgrades. It leads to clear cut employee development.
5. **Workplace Adaptability** – Prepares employees to handle changes and new challenges. Helps employees adapt to work places.
6. **Encourages Innovation** – Promotes creative problem-solving and adaptability to industry trends. Leads to problem solving.
7. **Focuses on Organizational Culture** – Builds a learning-oriented and positive work environment. It helps to build positive culture for employees.
8. **Based on Feedback and Assessment** – Uses evaluations to measure development needs and training effectiveness.

17.6 Importance of HRD

- ✓ **Enhances Employee Skills** – Provides employees with technical and soft skills to perform better.
- ✓ **Boosts Employee Satisfaction and Engagement** – Employees feel valued and motivated through learning opportunities. It is one of the best employee engagement approach followed in organizations.

- ✓ **Improves Productivity and Efficiency** – Well-trained employees contribute more effectively to business goals.
- ✓ **Encourages Leadership Development** – Identifies and nurtures future leaders within the organization. Very helpful in succession planning of organizations.
- ✓ **Increases Retention Rates** – Employees are more likely to stay in organizations that invest in their growth.
- ✓ **Strengthens Organizational Competitiveness** – Helps companies stay ahead in the industry by developing a skilled workforce.
- ✓ **Facilitates Adaptation to Change** – Prepares employees for technological advancements and market shifts.

17.7 Benefits of HRD

For Employees:

- Improved job skills and career growth opportunities.
- Greater job satisfaction and work motivation.
- Increased adaptability to new roles and responsibilities.
- Better teamwork and collaboration skills.
- Leads to better employee development.

For Organizations:

- Higher employee performance and productivity.
- Reduced employee turnover and hiring costs.
- Stronger leadership pipeline for future growth.
- Positive organizational culture and employer branding.

Summary

It is important to have a very good quality life. For this purpose we need to maintain a good work life balance approach. Proper human resource development by organizations leads to employee development and success of the individual employees. It also leads to organizational success and growth.

Terminal questions

- How to have a proper work life balance?
- Explain what is quality of life?

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