

SKILL BASED SUBJECT

PAPER - 3

HUMAN RESOURCE MANAGEMENT I

UNIT-I

Human Resource Management: Meaning - Objectives – Nature - Scope – Importance – Problems – Functions – Personnel Mgt v/s HRM . Qualities and Qualifications of Human Resource Managers.

UNIT-II

Human Resource Planning: Meaning – Need – Importance – Objectives – Process – Responsibility. Recruitment: Meaning – Factors Influencing Recruitment – Recruitment Policy – Problems – Sources of Recruitment. Selection: Meaning – Factors Affecting Selection Decisions

– Selection Policy – Steps in Selection – Techniques of Selection. Placement: Meaning and Principles. Placement policy. Induction: Meaning and Objectives.

UNIT-III

Human Resource Development: Training Meaning - Need and Importance – Objectives – Types – Steps in Training Programme – Organisation of Training Programmes – Methods of Training – Concept of Management Development Programmes – Essentials of Management Development Programmes. Career Development: benefits – career problems.

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UNIT-I

Human Resource Management

- Meaning
- Objectives
- Nature
- Scope
- Importance
- Problems
- Functions
- Personal Mgt v/s HRM
- Qualities and Qualifications of Human Resources Managers

❖ **Meaning:-**

- Human resource management is concerned with the human beings in an organization.
- It reflects a new outlook which views organization's manpower as its resources and assets
- Human resources are the total knowledge abilities, skills talents and aptitudes of an organization's work force.

- The values ethics, beliefs of the individuals working in an organization also form a part of human resources.

❖ **Definition of human resource management:-**

According to Flipped Human resources management is the playing organizing directing and controlling of the procurement development compensation integration maintenance and re production of human resources to the endear individual organizational and societal objectives are accomplished

Human resource management is the strategic and coherent approach to the man agent of an organization most valued assets – the people working there who ideally and collectively contribute to the achievements of the objectives of the business

❖ **Nature of human resources management:-**

Definition of human resource management we can indentify its nature. Nature of any object inducting field of study specifies what it is nature of human resources management

- A Functional area of management
- Inter – disciplinary approach
- Concerned with people
- Dynamic process
- Involvement of all functional managers
- Directs towards achievement of objectives
- Universal existence

- Comprehensive function
- Pervasive function
- People orientes
- Based on human relations
- Science as well as art
- Recent origin
- Basic to all functional areas
- Integral part of the process of management
- **Dynamic process:**

Human resources management is a dynamic process. Not a static process , A dynamic process is one in which changes are in corporate according to requirements Because of dynamic nature of human resources management process human resource (HR) manager in an organization has to adopt dynamic approach for achieving human resource management objectives.

- **Universal Existence**

Human resource management is not confined merely to business organization but is relevant to all types of organization activates, Thus human resource management is relevant for non-business organization like government deportsments, not for- profit organization, etc,

- **People Oriented**

Human resource management is a people oriented function and is concerned with employees as individuals as well as groups. It deals with human relationships within an organization.

It is a process of finding out the optimum arrangement between individuals, Jobs, Organizations and environment.

It is concerned with all categories of personal from top to the bottom of the organization.

➤ **Based on human relations**

Human resource management is concerned with the motivation of human resources in the organization. Stresses the solution of personal to achieve both organizational objectives and employee's personal goals. Considers every employee as an individual so as to provide service and programmer to facilitate employee satisfaction and growth.

➤ **Inter disciplinary**

In modern times human resource management has become a highly specialist Job. Moreover, it is not a subject. It is inter disciplinary It involves application of knowledge drawn from several disciplines like sociology anthropology, psychology, economics etc.

❖ **Scope of Human Resource Management**

Thus, the scope of HRM is as follows:

- a. Personal aspect
- b. Welfare aspect
- c. Industrial relations aspect

a. Personal aspect

It is concerned with acquisition of employees, their development, mobility, and compensation. Various activities involved in this aspect are human resource planning, Job / role analysis, recruitment, selection, placement training and development, performance appraisal, compensation, promotion, demotion, transfer and separation.

b. Welfare aspect

It deals with working conditions and amenities such as canteens, rest rooms, housing, transport, medical assistance, health and safety, education, recreation facilities etc.

c. Industrial Relations aspects

It deals with employee relationship and includes setting up to industrial relations system, consultation and collective bargaining, grievance handling and disciplinary procedures settlement of disputes, etc.,

❖ Objectives of HRM

The objectives are discussed in detail as follows:

a. Social Objectives

b. Organization Objectives

c. Functional Objectives

d. Personal Objectives

a. Social Objectives

To manage human resources in an ethical and socially responsible manner. To ensure compliance with legal and ethical standards. To minimize the negative impact of social demands upon the organization,

b. Organizational Objectives

The organizational objectives of H R include the following. HR department, like any other department in an organization should focus on achieving the goals of the organization first. If it does not meet this purpose, the HR department cannot exist in the long run.

c. Functional Objectives

To maintain the HRM departments contribution at a level appropriate to the organizations needs.

Resources are wasted when HRM is either more or less sophisticated to suit the organizations demands.

d. Personal Objectives

HRM should increase to the fullest the employee's job satisfaction. HRM should also meet the self actualization needs of the employees. It should stimulate every employee to achieve his potential

❖ Importance of HRM:

According to Resins Liker "All the activities of any enterprises are initiated and determined by persons who up that institution.

Plants offices, computers, automated equipment and all else that make a modern firm are unproductive expect for human effort and direction of all the tasks of management.

Managing the human important is the central and most important task because all else depends on how well is done "HRM is importance to the organization in number of ways, as follows:

- (a) Importance for the organization

(b) Importance for the Employees

(c) Importance for the Society

(a) Importance for the organization

(a) Importance for the organization

Human resource management is important for the organization due to following:

1. In order to make use of latest technology the appointment of right type of persons is essential.

2. The right people can be fills into new Jobs properly only if the management performs its HR function satisfactorily.

3. Globalization has increased the size of the organizations that employ thousands of employees in different countries.

4. The performance of the company depends upon the qualities of the people employed.

5. This has further increased the importance of HRM.

(b) Importance for the employees

The human aspect of organization has become very important over the years. HRM Stresses on the motivation of employees by providing them various financial and non financial incentives. • Right organizational climate is also stressed upon so that the employees can contribute their maximum to the achievement of the organizational objectives.

Effective's management of human resources promotes team work and team spirit among employees. It also encourages people to work with diligence and commitment.

(c) Importance for the society

Society as a whole is the main beneficiary of good human resource practices. Good HR efforts lead to productivity gains to the society, since it enables the managers to reduce costs, save scarce resources, enhance profits and offer better pay, benefits and working conditions to employees.

Functions of Human resource management

- I. Managerial functions
- II. Operative Functions

I. Managerial functions:

- 1.Planning
- 2.Organizing
- 3.Directing
- 4.Controlling

1. Planning

HR function planning is related to deciding on personal policies and procedure. It involves human resource planning, planning for recruitment, selection training, motivating and career growth.

2. Organizing

- (a) Identifying the work to be performed and grouping them into functions or positions
- (b) Assigning of activities to different groups
- (c) Delegating of authority and responsibility
- (d) Co-coordinating the activities of individuals and groups.

3. Directing

- (a) Leads, directs and commands his subordinates
- (b) Supervisor their work and points out areas of improvement
- (c) Motivates them to improve productivities.
- (d) Guides them to achieve organizational objectives.

4. Controlling

- (a) It involves setting standards measuring performance, comparison of performance with standards identifying deviations and lasting correctivaction.
- (b) The HR manager evaluates and controls the performance of HR department
- (c) It involves in-depth study of personal records and HR audit.

II. Operative functions:

- 1. Procurement of people
- 2. Human Resource Development
- 3. Compensation
- 4. Managing Relations

1. Procurement of people

- a. Job analysis
- b. Human resource planning
- c. Recruitment

d. Selection

a. Job Analysis

i. Job Analysis

ii. Job Description

iii. Job Specification

Preparation of Job descriptions by condensing the data to represent an accurate and complete picture of the distinguishing features of each Job up terms of the task and occupational requirements.

b. Human Resource Planning

Planning the necessary programmers of recruitment, selection, training and development. Forecasting demand for human resources forecasting supply of human resources. Balancing demand and supply.

c. Recruitment

It means searching of the prospective employees to suit the Job Specifications and stimulating them to apply for the jobs in the organization. o It involves identification of existing and new sources of applicable and developing them stimulating the candidates to apply for jobs in the organization and striking a balance between internal and external sources.

d. Selection

Selection is a process whereby the qualified personal can be chosen from the applicants who have offered their services to the organization for employment.

- Scrutinizing the applications received
- Conducting preliminary interview

- Formulating and developing application blanks
- conducting various tests to measure the Qualifications of the applicants.
- Conducting final interview
- Checking of references
- Framing the medical examination pokey and procedure
- Final selection
- Placement and Induction.

2. Human resource development

- a. Performance appraisal
- b. Training
- c. Management development
- d. Career planning
- E. Organization development

Performance Appraisal:-

- Key result areas and key performance indicators
- Performance appraisal systems and practices
- Potential appraisal

Training:-

According to deal and beach “Training is the organized procedure by which people learn know edge and or skill for a definite purpose “

Management Development:-

Management development programmed is required and it develop the managerial and human relations skill of employees by designing and conducting executive development programs

Carrier Planning and development:-

It involves planning the career of employees and implementing carrier aspirations of people. It involves mobility of personnel through promotions and transfers.

Organization Development:

Organizations need to have a systems and planned effort to manage change. OD focuses on values beliefs, norms and organizational climate.It aims at improving organizational effectiveness and job satisfactions of employees.

3.Compensation

- a. Job Evaluation
- b. Administration of wages
- c. Incentives for work
- d. Bonus
- e. Fringe Benefits
- f. Social security measures

a. Job Evaluation:

It measures the of each job in terms of money. It aims at providing the basis for ascertaining the relative worth of each hob with reference to the amount of skill and effort needed and the extent of training and experience necessary.

b. Administration of wages:

Administration of wages involves developing and operating a suitable wage programmed. For the purpose of administrating the wage programmed, it conducts various surveys as regards to wages and determines the wage rates on the basis of various factors.

c. Incentives for work:-

- ✚ Incentives are generally paid in the form of cash
- ✚ Bur incentives need not be confined to the form of money
- ✚ They may be paid in kind or in any other form.
- ✚ Incentives refer to an inducement given to attain the efficiency in performance
- ✚ It is a skill for the worker to work more and there by earn more

d. Bonus:-

According to Webster international dictionary the term bonus means “Something given in addition to what is ordinarily received by or strictly due to the recipient”.

e. Fringe benefits:-

Fringe benefits are the indirect payments o They are supplementary benefits provided by the employers to their workers over and above the regular pay o Examples of such benefits are housing facilities, educational facilities conveyance facilities medical allowances etc,

f. Social security measures:-

Workman’s compensation to the workers who suffer from physical disablement and diseases during the course of employment in hazardous working conditions. Such compensation is paid in accordance with provisions of the workman compensation Act 1923.

Measuring the Effectiveness of human resource management

- Study of organization health

- Human resource accounting
- Human resource Audit
- Human resource research

Study of organizational health:-

A healthy organization is one which enjoys greater employee's contribution to organizational goals and their job satisfaction. The study of employee's contribution to organizational goals made by measuring the employee productivity and their job satisfaction can be measured by looking into carries aspects such as labor turnout absentee sin etc.

Human resource accounting:-

Human resource accounting measure the effectiveness of human resource management by finding out the cost and value of human resource to the organization

Human resource Audit:-

Human resource audit is an examination and evaluation of policies procedure and practices for deterring the effectiveness of human resource management.

Human resource research:-

It contacts various surveys such as moral attitude job satisfaction behavior etc., It collects data recording various as pacts of personnel deoportment analyses them find out defects and based on the defects it develops appropriate polices to improve its effectiveness .

Personnel management V/S HRM:-

Personnel management	Human resourcesmanagement
Routine, maintenance oriented	Improving human processes continuously
Reacting	proactive
Very low	Very high

Narrow and fragmented satisfaction of lower needs job satisfaction and morale	Bread and systematic satisfaction of higher needs work performance itself
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Qualities and qualification of human resource manager:-

❖ Qualities of HRM:-

- Initiative
- Resource fullness
- Intelligence
- Educational skills
- Communication skills
- Executing skills
- Knowledge of human relations
- Other qualities

Initiative:-

Initiating suitable sequence of actions at the proper time is regarded as the main role of a manager.

Resource fullness:-

Human resource manager should have the quality of creativity So That he can manage the young and creative personnel employed in the concern

Educational Skills:-

Educational skills include learning and teaching skills o Human resource manager should have this skill so that he can learn and teach employees about organizational growth need for and mode of development of individuals etc,

❖ Qualification of human resource:-

Managing the human resource of the organization is a difficult task. It revisers lot of skill and qualities. Emergence of joint stock companies where management is separated from ownership has paused way for paid managers. As the operations are large, management work also divined and money managers specialized in varied fields are employed to look after each function.

UNIT II

Human Resource Planning:

- Meaning
- Need
- Importance
- Objectives
- Process
- Responsibility.

Recruitment:

- Meaning
- Factors Influencing Recruitment
- Recruitment Policy
- Problems
- Sources of Recruitment.

Selection:

- Meaning
- Factors Affecting Selection Decisions
- Selection Policy
- Steps in Selection
- Techniques of Selection.

Placement:

- Meaning and Principles.
- Placement Policy.

Induction:

- Meaning and Objectives.

Introduction of Human Resource Planning

Human resource planning (HRP) is the continuous process of systematic planning ahead to achieve optimum use of an organization's most valuable asset—quality employees. Human resources planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses.

- Human resource planning (HRP) is a strategy used by a company to maintain a steady stream of skilled employees while avoiding employee shortages or surpluses.
- Having a good HRP strategy in place can mean productivity and profitability for a company.
- There are four general steps in the HRP process: identifying the current supply of employees, determining the future of the workforce, balancing between labor supply and demand, and developing plans that support the company's goals.

Human resources planning:

Human resources planning is also one of the factor which is influencing recruiting efforts. In several organizations they have planned for the future and current human resource. Requirement while keeping in mind that thing organization's human resources management take action for recruitment, they have a planning that within certain period of time, they are going to recruit certain number of employees in their organization and will be able to recruit some candidate. But if any uncertainty occurs and they have to recruit more person immediately, them it will rise as a problem for human resources management department.

Meaning of Human Resources Planning:

Human resource planning allows companies to plan ahead so they can maintain a steady supply of skilled employees. That's why it is also referred to as workforce planning. The process is used to help companies evaluate their needs and to plan ahead to meet those needs.

Human resource planning needs to be flexible enough to meet short-term staffing challenges while adapting to changing conditions in the business environment over the longer term. HRP starts by assessing and auditing the current capacity of human resources.

Definitions of Human Resource Planning by eminent authors;

- “Human Resource Planning is a strategy for the acquisition, utilization, improvement and preservation of an organisation’s human resource.” – Y.C. Moushell
- “Manpower planning is the process by which a firm ensures that it has the right number of people and the right kind of people, at the right places, at the right time, doing things for which they are economically most useful”. – Edwin B. Geisler
- “Human Resource Planning is a process of forecasting an organisation’s future demand for human resource and supply of right type of people in right numbers.” – J.Chennly.K
- “Human Resource Planning is an integrated approach to perform the planning aspects of the personnel function. It ensures sufficient supply of adequately developed and motivated workforce to perform the required duties and tasks to meet organization’s objectives by satisfying the individual needs and goals of organizational members.” – Leon C. Megginson
- “A strategy for the acquisition, utilization, improvement, and preservation of human resources of an enterprise. It is a way of dealing with people in a dynamic situation.” – Stainer
- “The process of determining manpower requirements and the means for meeting those requirements to carry out the integrated plan of the organization.” – Bruce P. Coleman
- “Human Resource Planning as the process by which management determines how the organization should move from its current manpower position to its desired position. Through planning, management strives to have the right number and the right kind of people, at the right places, at the right time, doing right things resulting in maximum long-run benefits both for the organization and for the individual.” – Vetter

Definitions of Human Resource Planning

Human Resource Planning is the planning of Human Resources. It is also called manpower planning/ personnel planning/ employment planning. It is only after Human Resource Planning that the Human Resource department can initiate the recruitment and selection process. Therefore Human Resource Planning is a sub-system of organisational planning.

Features of Human Resource Planning

1. It is future oriented: Human Resource Planning is forward-looking. It involves forecasting the manpower needs for a future period so that adequate and timely provisions may be made to meet the needs.
2. It is a continuous process: Human Resource Planning is a continuous process because the demand and supply of Human Resource keeps fluctuating throughout the year. Human Resource Planning has to be reviewed according to the needs of the organisation and changing environment.
3. Integral part of Corporate Planning: Manpower planning is an integral part of corporate planning because without a corporate plan there can be no manpower planning.
4. Optimum utilization of resources: The basic purpose of Human Resource Planning is to make optimum utilization of organisation's current and future human resources.
5. Both Qualitative and Quantitative aspect: Human Resource Planning considers both the qualitative and quantitative aspects of Human Resource Management, 'Quantitative' meaning the right number of people and 'Qualitative' implying the right quality of manpower required in the organisation.
6. Long term and Short term: Human Resource Planning is both Long-term and short-term in nature. Just like planning which is long-term and short-term depending on the need of the hour, Human Resource Planning keeps long-term goals and short-term goals in view while predicting and forecasting the demand and supply of Human Resource.
7. Involves study of manpower requirement: Human Resource Planning involves the study of manpower availability and the manpower requirement in the organisation.

Need of human resource planning are as follows:-

1. Determining Recruitment Needs

2. Determining Training Needs
3. Effective Utilization of Human Resources
4. Management Development
5. Balancing the Cost between the Utilization of Plant and Workforce
6. Industrial Relations
7. Replacement of Persons
8. Expansion Plans
9. Labour Turnover
10. Adjustment with Changing Situation and
11. Controlling the Process.

Need for Human Resource Planning

– In Crucial Areas of Management The purposes of human resource planning in the crucial areas of management are as follows:

1. Determining Recruitment Needs

– Human resource planning is needed for determining the recruitment needs so as to avoid the problems of unexpected shortages, wastage, blockages in the promotion flow and needless redundancies.

2. Determining Training Needs

– This is fundamentally important to plan training programmes, for which it is necessary to assess not only quantity but also quality in terms of the skills required by the organisation. This can be easily done through human resource planning.

3. Management Development

– A succession of trained and experienced managers is essential for the effectiveness of the organisation, and this depends on accurate information about present and future requirements in all management posts, this information is provided by human resource planning.

4. Balancing the Cost between the Utilization of Plant and Workforce

– This involves the comparison of the costs of material and human resources in different combinations and choosing the optimum. The information required for the cost of human resource is provided through human resource planning.

5. Industrial Relations

– The business plan makes assumptions about the productivity of the human resources which affect the industrial relations. These assumptions about the productivity of human resources are made through the information provided by human resource planning.

6. Replacement of Persons

– There is always a need to prepare persons for taking up new positions in case of contingencies. This is due to the reason that a large number of persons are to be replaced in the organisation because of retirement, old age, death, etc.

7. Expansion Plans

– Human resource planning is essential for filling the new situations which are created in the organisation due to the execution of the plans of expansion and diversification.

8. Labour Turnover

– In every organisation, there is problem of labour turnover but the degree may vary from firm to firm. There will be need to recruit the new persons for the vacant posts, which is done through human resource planning.

Human resource planning is carried in order to achieve:

- i. Recruitment plans to avoid unexpected shortages etc.,
- ii. The identification of training needs to avoid skill shortages,
- iii. Management development in order to avoid bottleneck of trained but disgruntled management who see no future positions in the hierarchy but also to avoid managerial shortages, which often requires careful planning,
- iv. Industrial relations plans often seeking to change the quantity and quality of employees will require careful IR planning if an organization is to avoid industrial unrest.
- v. More effective and efficient use of human resources for increased productivity,
- vi. More satisfied and better developed employees who participate in planning their own careers, hence, leading to greater employee satisfaction and productivity and lowering of absenteeism, turnover and accidents.
- vii. More effective equal employment opportunity planning as a result of necessity for maintaining complete records about the flow and utilization of minority applicants and workers for the use of government reports.

Human Resource Planning – Importance:

I. Assessing Future Personnel Needs:

Whether it is surplus labour or labour shortage, it gives a picture of defective planning or absence of planning in an organization. A number of organizations, especially public sector units (PSUs) in India are facing the problem of surplus labour.

It is the result of surplus labour that the companies later on offer schemes like Voluntary Retirement Scheme (VRS) to eliminate surplus staff. Thus, it is better to plan well about employees in advance. Through HRP, one can ensure the employment of proper number and type of personnel.

II. Foundation for Other HRM Functions:

HRP is the first step in all HRM functions. So, HRP provides the essential information needed for the other HRM functions like recruitment, selection, training and development, promotion, etc.

III. Coping with Change:

Changes in the business environment like competition, technology, government guidelines, global market, etc. bring changes in the nature of the job. This means changes in the demand of personnel, content of job, qualification and experience needed. HRP helps the organization in adjusting to new changes.

IV. Investment Perspective:

As a result of change in the mindset of management, investment in human resources is viewed as a better concept in the long run success of the enterprise. Human assets can increase in value as opposed to physical assets. Thus, HRP is considered important for the proper planning of future employees.

V. Expansion and Diversification Plans:

During the expansion and diversification drives, more employees at various levels are needed. Through proper HRP, an organization comes to know about the exact requirement of personnel in future plans.

VI. Employee Turnover:

Every organization suffers from the small turnover of labour, sometime or the other. This is high among young graduates in the private sector. This necessitates again doing manpower planning for further recruiting and hiring.

VII. Conformity with Government Guidelines:

In order to protect the weaker sections of the society, the Indian Government has prescribed some norms for organizations to follow. For example, reservations for SC/ST, BC, physically handicapped, ex-servicemen, etc. in the jobs. While planning for fresh candidates, HR manager takes into consideration all the Government guidelines.

VIII. International Expansion Strategies:

International expansion strategies of an organization depend upon HRP. Under International Human Resource Management (IHRM), HRP becomes more challenging. An organization may want to fill the foreign subsidiary's key positions from its home country employees or from host-country or from a third country. All this demands very effective HRP.

IX. Having Highly Talented Manpower Inventory:

Due to changing business environment, jobs have become more challenging and there is an increasing need for dynamic and ambitious employees to fill the positions. Efficient HRP is needed for attracting and retaining well qualified, highly skilled and talented employees.

Objectives of Human Resource Planning

The objective of human resource planning is to ensure the best fit between employees and jobs, while avoiding manpower shortages or surpluses. Human resource planning is a sub-system of the total organizational planning. It constitutes an integral part of corporate plan and serves the very purpose of organization in many ways. The primary purpose of human resource planning is to prepare for the future by reducing organizational uncertainty in relation to the acquisition, placement, and development of employees. Human resources planning is done to achieve the optimum use of human resources and to have the right types and correct number of employees to meet organizational goals.

The main objectives of HRP are:

- (i) Proper assessment of human resources needs in future.

- (ii) Anticipation of deficient or surplus manpower and taking the corrective action.

- (iii) To create a highly talented workforce in the organization.
- (iv) To protect the weaker sections of the society.
- (v) To manage the challenges in the organization due to modernization, restructuring and re-engineering.
- (vi) To facilitate the realization of the organization's objectives by providing right number and types of personnel.
- (vii) To reduce the costs associated with personnel by proper planning.
- (viii) To determine the future skill requirements of the organization.
- (ix) To plan careers for individual employee.
- (x) Providing a better view of HR dimensions to top management.
- (xi) Determining the training and development needs of employees.

The main objectives of Human Resource Planning are:

1. Achieve Goal:

Human Resource Planning helps in achieving individual, Organizational & National goals. Since Human resource planning is linked with career planning, it can able to achieve individual goal while achieving organisational and national goal.

2. Estimates future organizational structure and Manpower Requirements:

Human Resource Planning is related with number of Personnel required for the future, job-family, age distribution of employees, qualification & desired experience, salary range etc and thereby determines future organisation structure.

3. Human Resource Audit:

Human resource planning process is comprised of estimating the future needs and determining the present supply of Manpower Resources. Manpower supply analysis is done through skills inventory. This helps in preventing over staffing as well as under-staffing.

4. Job Analysis:

The process of studying and collecting information relating to operations and responsibilities of a specific job is called Job analysis. Job analysis is comprised of job description and job specification. Job description describes the duties and responsibilities of a particular job in an organized factual way. Job specification specifies minimum acceptable human qualities necessary to perform a particular job properly.

5. Shortage of Skills:

These days we find shortage of skills in people. So it is necessary to plan for such skilled people much in advance than when we actually need them. Non-availability of skilled people when and where they are needed is an important factor which prompts sound Human Resource Planning.

6. Frequent Labor Turnover:

Human Resource Planning is essential because of frequent labor turnover which is unavoidable by all means. Labor turnover arises because of discharges, marriages, promotion, transfer etc which causes a constant ebb and flow in the workforce in the organisation.

7. Changing needs of technology:

Due to changes in technology and new techniques of production, existing employees need to be trained or new blood injected into an organisation.

8. Identify areas of surplus or shortage of personnel:

Manpower planning is needed in order to identify areas with a surplus of personnel or areas in which there is a shortage of personnel. If there is a surplus, it can be re-deployed, or if there is a shortage new employees can be procured.

9.Changes in organisation design and structure:

Due to changes in organisation structure and design we need to plan the required human resources right from the beginning.

Human Resource Planning – Relationship with Other Personnel Processes:

From a systems view, human resource planning is interrelated with many of the organization's other endeavors in personnel management. The strongest relationship exists between human resource planning and selection. In fact, all selection efforts really are an integral part of the whole human resource planning process.

Organizations that have either stable or increasing human resource needs must go into the external labour market and hire employees even though they generally follow a promotion-from within policy.

In addition, human resource planning is related to both performance appraisal and training and development. Performance appraisals can pinpoint the skills that will be required for employees to move into higher-level positions via promotion, while training and development efforts may then be designed to provide these skills.

To meet organizational goals, human resource planning seeks to ensure that the organization's demand for individuals at any particular time will be just met by available human resources. This view assumes that "stockpiling" employees at levels greater than needed and being understaffed are both undesirable.

This assumption represents a major difference between planning for human resources and planning for non-human resources. Although it is generally unacceptable to stockpile or build inventories of human resources, organizations may find it necessary or desirable to build up raw materials or finished-goods inventories.

This approach contains the following components:

1. Strategic business planning
2. Job/Role planning
3. Manpower planning and Human Resource Inventorying.

In addition staffing processes also form a part of the model

4. Job analysis

5. Recruitment and selection
6. Induction/socialization and initial training
7. Job design and job assignment
8. Development planning
9. Inventorying of development plans
10. Follow-up of development activities
11. Career development processes and a good deal more.

Human Resource Planning – Responsibility:

Human resource planning is the responsibility of the personnel department. In this task, it is aided by the industrial engineering department, the top management and the team of directors of different departments. It is mostly a staffing or personnel function.

The overall responsibility lies with the Board of Directors because, as the manpower planning scheme of Hindustan Lever indicates, “these members are in a position to direct the future course of business, set appropriate goals for the management concerned in the formulation of personnel policies.”

The personnel department’s responsibility is “to recommend relevant personnel policies in respect of manpower planning, devise methods of procedure, and determine the quantitative aspects of manpower planning.”

The responsibilities of the personnel department in regard to manpower planning have been stated by Geisler in the following words:

(i) To assist, counsel and pressurise the operating management to plan and establish objectives;

(ii) To collect and summarise data in total organisation terms and to ensure consistency with long- range objectives and other elements of the total business plan;

(iii) To monitor and measure performance against the plan and keep the top management informed about it; and

(iv) To provide the research necessary for effective manpower and organizational
Planning

Steps to Human Resource Planning

There are four general, broad steps involved in the human resource planning process. Each step needs to be taken in sequence in order to arrive at the end goal, which is to develop a strategy that enables the company to successfully find and retain enough qualified employees to meet the company's needs.

Analyzing Labor Supply

The first step of human resource planning is to identify the company's current human resources supply. In this step, the HR department studies the strength of the organization based on the number of employees, their skills, qualifications, positions, benefits, and performance levels.

Forecasting Labor Demand

The second step requires the company to outline the future of its workforce. Here, the HR department can consider certain issues like promotions, retirements, layoffs, and transfers—anything that factors into the future needs of a company. The HR department can also look at external conditions impacting labor demand, such as new technology that might increase or decrease the need for workers.

Balancing Labor Demand With Supply

The third step in the HRP process is forecasting the employment demand. HR creates a gap analysis that lays out specific needs to narrow the supply of the company's labor versus future demand. This analysis will often generate a series of questions, such as:

- Should employees learn new skills?
- Does the company need more managers?
- Do all employees play to their strengths in their current roles?

Special Considerations

The goal of HR planning is to have the optimal number of staff to make the most money for the company. Because the goals and strategies of a company change over time, human resource planning is a regular occurrence. Additionally, as globalization increases, HR

departments will face the need to implement new practices to accommodate government labor regulations that vary from country to country.

The increased use of remote workers by many corporations will also impact human resource planning and will require HR departments to use new methods and tools to recruit, train, and retain workers.

Human resource planning is required for following purposes:

1. To carry out the organisational activities, right number of right kind of people are required at right place and at right time which are made available by effective human resource planning.

2. Human resource planning is required to replace those who leave the organisation due to prolonged illness, death, retirement, etc. If they are not replaced, jobs will suffer.

3. Whenever a business plans for expansion or diversification, human resource planning is required. It becomes inevitable to recruit more persons because size of organisation and demand for goods & services increases after expansion or diversification.

4. To adopt a new technology in organisation, existing employees are provided training and new blood is injected in organisation i.e., new employees are recruited.

5. Business environment is dynamic and needs of business keep changing. To meet the changing needs of business, new appointments are to be made.

6. Human resource planning is continuously required so that organisation can maintain pace with factors such as seasonal and cyclical fluctuations in business, voluntary quits and marriages etc.

7. Human resource planning is required to identify the areas where personnel are in surplus and the areas in which there is shortage.

8. Human resource planning is needed to link the human resources with organisational structure/design.

9. Human resource planning is required to ensure high productivity of labour.

The need and significance of manpower planning are as follows:

1. Right Kind of Personnel

– Manpower (human resource) planning help in procuring personnel with the qualification, skills, knowledge, work experience and aptitude for work.

2. Smooth Operation

– It helps in personnel selection and development as it ensures that adequate persons are selected well in advance so that they may be developed for anticipated openings. This would ensure smooth operations of the organisation.

3. Full Utilisation of Plant

– Shortage or surplus of manpower in various departments will be revealed by manpower planning. Corrective steps can be taken in time.

4. It reduces labour costs by avoiding surplus of manpower. Overstaffing can be known quickly and steps taken accordingly.

5. It facilitates growth and diversification of business. Suitable employees are made available to handle new jobs. Adequate arrangements can be made to ensure the availability of technical personnel.

6. It leads to a greater awareness of the importance of sound manpower management throughout the organisation.

7. It serves as tool to evaluate the effect of alternative manpower actions and policies.

Human Resource Planning – Benefits:

Human Resource Planning (HRP) anticipates not only the required kind and number of employees but also determines the action plan for all the functions of personnel management.

The major benefits of human resource planning are:

- i. It checks the corporate plan of the organisation.
- ii. HRP offsets uncertainties and changes to the maximum extent possible and enables the organisation to have right men at right time and in right place.
- iii. It provides scope for advancement and development of employees through training, development, etc.
- iv. It helps to anticipate the cost of salary enhancement, better benefits, etc.
- v. It helps to anticipate the cost of salary, benefits and all the cost of human resources facilitating the formulation of budgets in an organisation.

vi. To foresee the need for redundancy and plan to check it or to provide alternative employment in consultation with trade unions, other organisations and government through remodeling organisational, industrial and economic plans.

vii. To foresee the changes in values, aptitude and attitude of human resources and to change the techniques of interpersonal, management, etc.

viii. To plan for physical facilities, working conditions and the volume of fringe benefits like canteen, schools, hospitals, conveyance, child care centres, quarters, company stores, etc.

ix. It gives an idea of type of tests to be used and interview techniques in selection based on the level of skills, qualifications, intelligence, values, etc., of future human resource.

x. It causes the development of various sources of human resources to meet the organisational needs.

xi. It helps to take steps to improve human resource contributions in the form of increased productivity, sales, turnover, etc.

xii. It facilitates the control of all the functions, operations, contribution and cost of human resources.

Problems with Human Resource Planning

1. Resistance by Employers:

Many employers resist Human Resource Planning as they think that it increases the cost of manpower for the management. Further, employers feel that Human Resource Planning is not necessary as candidates will be available as and when required in the country due to the growing unemployment situation.

2. Resistance by Employees:

Employees resist Human Resource Planning as it increases the workload on the employees and prepares programmes for securing human resources mostly from outside.

3. Inadequacies in quality of information:

Reliable information about the economy, other industries, labor markets, trends in human resources etc are not easily available. This leads to problems while planning for human resources in the organisation.

4. Uncertainties:

Uncertainties are quite common in human resource practices in India due to absenteeism, seasonal unemployment, labor turnover etc. Further, the uncertainties in the industrial scenario like technological changes and marketing conditions also cause imperfection in Human Resource Planning. It is the uncertainties that make Human Resource Planning less reliable.

5. Time and expense:

Human Resource Planning is a time-consuming and expensive exercise. A good deal of time and cost are involved in data collection and forecasting.

Human Resource Planning at Different Levels:

Different institutions make HRP at different levels for their own purposes, of which national level, industry level, unit level, departmental level and job level are important.

i. National level

– Generally, government at the centre plan for human resources at the national level. It forecasts the demand for and supply of human resource, for the entire nation.

ii. Sector level

– Manpower requirements for a particular sector like agricultural sector, industrial sector or tertiary sector are projected based on the government policy, projected output/operations, etc.

iii. Industry level

– Manpower needs of a particular industry like cement, textiles, chemical are predicted taking into account the output/operational level of that particular industry.

iv. Unit level

– This covers the estimation of human resource needs of an organisation or company based on its corporate/business plan.

v. Departmental level

- This covers the manpower needs of a particular department in a company.

vi. Job level

– Manpower needs of a particular job family within department like Mechanical Engineer is forecast at this level.

vii. Information technology

– The impact of information technology on business activities, human resource requirement and human resource plan is significant. It requires multi skilled experts, preferably less in number.

Human Resource Planning – Recent Implications:

Most of the organisations, employed human resources without proper HR plans before 1990s. This was more acute in the public sector whose objective was creation of employment opportunities. The absence of human resources planning before 1990s led to the following implications in Indian companies.

(i) **Overstaffing** – Most of the organisations are found to be overstaffed compared to their counterparts in other countries.

(ii) **VRSI Golden-handshake** – The absence of human resources planning led to overstaffing. Consequently, most of the organisations announced VRS/Golden-handshake programmes in order to reduce the consequences of overstaffing.

(iii) **Delaying and Downsizings** Most of the organisations de-layered their organisations and announced downsizing programmes to rectify the consequences of overstaffing.

Human Resource Planning – Recent Trends:

Unfortunately, the human resource planning efforts of organizations have often been inadequate by failing to emphasize the truly systematized approach geared toward meeting overall objectives.

As Lopez and others have observed:

Some organizations have perceived manpower planning primarily in terms of budgeting to control labour costs; others have viewed it as a management development technique; still others see it as a table of back-ups and replacements for current employees; and finally, others

have viewed it as a means of establishing a human resource information system and a personnel inventory.

Since each of these approaches is necessarily limited in scope, the state of the art in human resource planning has limped along quite slowly.

Toward More Sophisticated Human Resource Planning:

In recent years, both personnel practitioners and researchers emphasized some of the basic facets of personnel decision making

(1) taking systems and contingency approaches, and

(2) developing more sophisticated human resource forecasting and planning models. For example, the growth of equal employment opportunity regulations in recent years has increased the awareness of human resource planners of the effects of external changes on personnel systems.

The observations are in order regarding these more sophisticated approaches. First, more complex planning systems have generally been used in larger firms. Large organizations generally must undertake complex human resource planning and can afford the higher costs of such approaches.

Second, although a wide range of human resource models have been developed, some of these models have ignored so many “real life” personnel variables that they have had virtually no practical application. On the positive side, there have been numerous quantitative models that have been very useful to organizations.

There are a number of reasons for the recent increase in the use of more sophisticated human resource planning models. For example, organizations simply have been growing larger and more complex, requiring more sophisticated approaches. This has been especially true in those organizations in which interdependencies have increased.

The invention and development of the computer has made possible the analysis of complex human resource problems that would previously have been so time-consuming as to be cost prohibitive or virtually impossible to deal with by manual computations.

“The manpower mix in organizations had gradually come to focus around highly skilled managerial and technical talent.” Such personnel have at times been in short supply, and more of a lead time has been required for their training and development.

Once an integrated, well-thought-out human resource planning programme has been initiated, managers tend to appreciate its benefits and work together with the firm's human resource specialists in developing viable programmes—"they are more willing to plan in this area, if only they are shown how to begin,"

Problems with Sophistication in Human Resource Planning:

Despite these reasons for the growth of more sophisticated human resource planning, such approaches face a number of problems:

1. There is an inherent mathematical complexity associated with efforts to model human resource systems.

2. Always there is a lack of certainty surrounding human resource needs in the future, coupled with the existence of an acquisition lead time for meeting those needs. Even if an organization's human resource planning experts were completely uncertain about the number of operation researchers that would be needed at a point in future, the organization would face no problems if it could at that future time instantaneously obtain any number of such personnel to meet its objectives.

However, lead times are needed to recruit and train new personnel and to train and promote existing employees for new positions or assignments. Acquisition lead times have become more of a problem in recent years because of the needs for highly skilled managerial and professional personnel.

Since this trend is expected to continue in future years, the problem of acquisition lead times creates forecasting difficulties for most organizations.

Finally, human resource plans must be updated more frequently in firms (or in any of their subsystems) in which greater uncertainty exists. As one observer has observed-

"Increasing instability and the greater uncertainties associated with certain job requirements (e.g., research and development or marketing) indicate a requirement for more up-to-date information on emerging needs. This manpower data is increasingly subject to change, and organizational needs dictate timely information with appropriate systems support".

1. Why is human resource planning important?

Human resource planning (HRP) allows a business to better maintain and target the right kind of talent to employ - having the right technical and soft skills to optimize their function

within the company. It also allows managers to better train and develop the skills needed amongst the workforce.

2. What is "hard" vs. "soft" human resource planning?

Hard HRP evaluates various quantitative metrics to ensure that the right number of the right sort of people are available when needed by the company. Soft HRP focuses more on finding employees with the right corporate culture, motivation, and attitude. Often these are used in tandem.

3. What are the basic steps in HRP?

HRP begins with an analysis of the available labor pool from which they can draw from. It then evaluates the firm's present and future demand for various types of labor and attempts to match that demand with the supply of job applicants.

Recruitment: Meaning – Factors Influencing Recruitment – Recruitment Policy – Problems – Sources of Recruitment.

Recruitment – Introduction

The process of identification of different sources of personnel is known as recruitment. Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation. When more persons apply for jobs then there will be a scope for recruiting better persons. The job seekers too, on the other hand are in search of organisation offering them employment.

Technically speaking, the function of recruitment precedes the selection function and it includes only finding, developing the sources of prospective employees and attracting them to apply for job in an organisation whereas the selection is the process of finding out most suitable candidates attracted.

Recruitment is a positive process as it attracts suitable applicants to apply for available jobs.

Recruitment is the development and maintenance of adequate and efficient manpower sources. It is a very important process of attracting candidates who have required skills, abilities, qualities etc. to meet the job vacancies in an organisation. The function of recruitment is to locate the sources of manpower to meet job requirements.

In simple words, the term 'recruitment' implies the services of certain required persons for certain jobs. It is a process of obtaining information about the people who are willing to offer their services to the organisation for performing the jobs available in the organisation and it helps to develop and maintain adequate manpower sources.

Recruitment – Meaning

Recruitment is the process of identifying the sources for prospective candidates to stimulate them to apply for jobs in the organisation. It includes seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen.

Recruitment is concerned with listing the candidates for consideration of selection to various jobs. It enables the management to select suitable employees for different jobs. Recruitment is done before selection or employment of workers. Recruitment is a positive process of searching the prospective employees and attracting them to apply for vacancies.

The organization develops a pool of job candidates from which to select qualified employees. Information gathered through job analysis can guide recruitment to fill skill and personnel gaps. The local labor market, the type or level of position and the size of the organization determine which source is to be used to find potential job candidates.

Recruitment can also be defined as, "A process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate number to facilitate effective selection of an efficient workforce."

Some of the definitions of 'Recruitment' are as follows:

Edwin B. Flippo

– “Recruitment is the process of searching for prospective employees and stimulating to apply for jobs in the organisation”.

Dale Yoder

– “Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and employ effective measures for attracting the manpower in adequate numbers to facilitate effective selection of an effective working force”.

William B. Werther and Keith Davis

– “Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected”.

S. Lord

– “Recruitment is a form of competition. Just as corporations compete to develop, manufacture, and market the best product or service, they must also compete to identify, attract and hire the most qualified people. Recruitment is a business, and it is a big business”.

This definition takes into consideration the competitive nature of finding out most qualified people. The recruitment is important and a big business activity. It is concerned with the identification of possible sources of recruiting the most qualified employees.

Dale S. Beach

– “Recruitment is the development and maintenance of adequate manpower resources and it involves the creation of a pool of available labour upon whom the organisation can depend when it needs additional employees”.

William F. Glueck

– “Recruitment is that set of activities which an enterprise uses to attract job candidates who have the abilities and attitudes needed to help the enterprise achieve the objectives”.

Plumbley

– “Recruitment is a matching process and the capacities and inclinations of the candidates have to be matched against the demands and rewards inherent in a given job or career pattern”.

Purpose or Objectives of Recruitment

Recruitment is the process which links the employers with the employees.

The purposes of recruitment are as follows:

- Attract and empower an ever increasing number of applicants to apply in the organization.
- Build positive impression of the recruitment process.
- Create a talent pool of candidates to enable the selection of best candidates for the organization.
- To attract and engage people it needs to achieve its overall organizational objectives
- Increase the pool of job candidates at minimum cost.
- Recruit right people who will fit in to organizations culture and contribute to the organizations goals.
- Determine Current and future requirements of the organization in conjunction with its personnel planning and job analysis activities.
- It Help upwards the achievement rate of choice process by diminishing number of unmistakably under-qualified or overqualified work candidates.
- It Help decrease in the likelihood that activity candidates once enlisted and chose will leave the organization after a brief time frame.
- Meet the organizations lawful and social commitments with respect to the sythesis of its workforce.
- Begin identifying and preparing potential job applicants who will be appropriate candidates.
- Increment organization and individual effectiveness of different selecting systems temporarily and long haul.
- Evaluate the effectiveness of various **recruiting technique and sources** for all types of job applicants.

Internal and External Factors Influencing Recruitment

Recruitment is one of the important tasks which human resources management department has to perform very carefully. They have to understand the need of the vacant position. They have to know what should be the qualification of the candidate for the required position. They have to also look after that what is the age range of the candidate because in several cases some position needs to be more than twenty five years, thirty five years and so on. There are certain reasons of age barrier, for example many company have some different kind of sales positions required. For those positions, company want to have young and enthusiastic candidate, so they prefer that if the position is for sales associate, where the person have to travel a lot, they should be not more than an age of thirty years. Another reason of the human resources management to distinguish age is hierarchy. Many organizations prefers old person for the top level management position.

Factors Influencing Recruitment Process

There are some factors which are influencing recruiting efforts done by human resources management. Every organization has to engage in recruiting activity. Some do it at a time some doesn't.

- **Size of the organization:**

One or all size of the organization is one of the factors which influence the recruiting efforts made by human resources management. An organization with one hundred thousand employees will find itself recruiting potential applicants much more often than will an organization with one hundred employees. Here is a distinct between an organization with large number of employees and an organization with some number of employees. Big organization with large number of employee will find a huge pool of applicant while they need to fulfill a vacant position. Where on other side a organization with small number of employees will need to outsource or to advertise for the vacant position. Small organization finds it difficult to attract applicant rather than big organization. Overall size of the organization is one of the factor which is affecting the

recruitment efforts made by human resources management department for any organization.

- **Employment condition:**

One of the other major factor which influence the extent of recruitment is the employment conditions on the community where the organization is located. For example if the organization is located in a remote area where people are not highly educated and they are good with their business will not get suitable applicant from the location rather than the organization which is located in the area where people are educated and are suitably qualified for the positions of the organization. If the unemployment rate is low and people are getting highly paid for their job, it is hard for a new organization to find the applicant with their requirement. The effectiveness of past recruiting efforts will show itself in the organization's historical ability to locate and keep people who perform well.

- **Salary:**

Salary is also one the factor which is influencing recruitment. There are some companies which are offering a handsome amount of salary to their employees. While there are some of the other companies which are not offering a good amount of salary to their company. So the company who are offering good salary to their employees will be able to attract more applicant than the company which is not offering good salary. People will prefer to apply for the position in those company where they are highly paid rather than the positions in the company where they are least paid. Human resources management department of the company who are offering less amount of salary have to make more effort to attract the applicant instead of human resources management department of the company who are paying a high amount of salary to their employees.

- **Benefits packages:**

Benefits packages is one of the attractive factor which influence recruitment effort made by any human resources management department for any organization. Benefits packages include insurance, paid leave, meals while working in an organization, clothing, tuition

reimbursement, fuel reimbursement and other more. Applicants will definitely wish to get job in an organization where they are getting benefits packages other than their salary. So human resources department of those organization which are offer benefits packages will find for applicant other than the human resources department of the organization who are not offering any benefits packages.

- **Supply and demand:**

Anywhere in the organization if there is a demand of the applicant is high and supply of the applicant is very low than the organization will not meet the requirement of the position. Supply and demand is one of the factors which is influencing the recruitment of any organization. If there is huge supply of the application for a position vacant in any organization than the organization will have an opportunity to fulfill the vacant position with their desire standard. And if the supply of the application for any vacant position is low than the human resources management department of the organization has to get ready to negotiate the demand of the applicant and have to look forward toward good salary and other benefits packages.

- **Labor Market:**

Labor market is one of the constant factor which is influencing the recruitment efforts of any organization made by human resources management department. If the labor market, where an organization is establish, is not as much as they need than organization has to look forward to bring labor from other place and has to give some extra benefits and has to provide house and other thing which are required. If there is a good flow of labor in the market where the organization is situated, the human resources management will not to put any extra effort for the recruitment of the position in the organization.

- **Image or goodwill:**

There are many organizations whose image is very good in the market and there are some whose image is worst in the market. Image of the organization is one of the prominent factors which is influencing recruitment process. an organization with good image means organization is taking good care of their employees and has good growth in the market. An applicant will prefer

to apply to those organizations that has good image in the market rather than the organizations that has bad image in the market. Because people want a secure carrier and expect a good response in the form of their salary and benefits and working environment. Here human resources management department has to put more effort if the organization's image is bad in the market. But if the image of the organization is good than human resources management department has to put less effort will recruitment.

- **Political, social and legal environment:**

The environment of the organization is also an influencing factor for the recruiting. An organization has sound political, social and legal environment. If an organization has good political environment than they will be able to attract huge number of candidate. Organization should have good social image. They have to pursue social ethical policy. An organization should have least legal cases against them. Human resources management department of an organization which have nice political, social and legal environment will be able to attract good and desire candidate.

- **Unemployment rate:**

Unemployment rate plays a big role in influencing recruiting efforts. Human resources management of any organization has to consider unemployment rate as a factor of which influence recruitment in the organization. Human resources management has to look after the unemployment rate of the area where the organization is located, if the unemployment rate is high in the location, human resource management will easily find the suitable candidate with the lower salary. There human resources management has much option for the recruitment. They will get many applications with high qualification and they don't have to negotiate the salary with candidate which they are offering. They don't have to give extra benefits to the employees. But the unemployment rate is low where organization is located, than it will occur as a big trouble for the human resources management of the organization. In such situation human resources management will not find option in the form of applicant and has to pay more than what deserve. Human resources management has to compromise with qualification and

knowledge and experiences of the candidate. They have to offer them benefits package. Unemployment rate is one of the crucial factors which are influencing recruiting efforts.

- **Competitors:**

Competitors are always looking forward to grow up and to have quality employees from whom they can maximize their profit margin and growth rate of the company. Competitor is one the factor influencing recruiting efforts made by human resources management department of any organization how to see the offers which are given by the competitors for the positions which they are looking for. Human resources management has to constantly update their knowledge regarding the offer and benefit to the applicant. So that they can offer more or can be able to negotiate with the candidate regarding the salary and benefits packages for the opening position. In many organization candidate with the knowledge and experience of their competitors are prefer many organization use to hire or fulfill the positions from their competitor, by that they can be able to go through the strategy and plans of their competitor organization and they can try to overcome their drawback.

- **Recruitment Policy:**

Recruitment policy of any organization is on influencing factor of any recruiting efforts. Organization have different recruitment policy, there are some organization which are preferring applicant from the location where they are and there are some organization who are preferring applicant from the outside area if they don't find suitable applicant from the are where they are located. Some recruitment policies are affected by government norms. Affirmative action is one of such government norms. Some organization has certain reserved category some organization believes that they should have experienced person in their organization so that they don't have to invest on training on the new candidate. That's why they prefer experienced candidate some organization believes in making their own employees competent. They are concerned for the basic qualification of the candidate.

- **Human resources planning:**

Human resources planning is also one of the factor which is influencing recruiting efforts. In several organizations they have planned for the future and current human resource. Requirement while keeping in mind that thing organization's human resources management take action for recruitment, they have a planning that within certain period of time, they are going to recruit certain number of employees in their organization and will be able to recruit some candidate. But if any uncertainty occurs and they have to recruit more person immediately, them it will rise as a problem for human resources management department.

- **Cost of recruitment:**

Cost of recruitment is always concern by human resources management department; cost of recruitment is one of major factor which influence recruiting effort. Many times in some organization, a small amount of budget is given to the human resources department for the recruitment of any position. Some times that budget is not sufficient of any position. Some times that budget is not sufficient for the human resources management department if they have to provide a qualified candidate for the position vacant. In such condition human resources management department have to put extra effort to search a qualified candidate and some times they won't be able to meet the requirement of the position. Where as in other situation if the budget is more enough to attract a suitable candidate, than human resources management department would be able to give a well qualified and experienced candidate to the organization.

- **Growth and expansion:**

Growth and expansion is one of the factors which is influencing recruiting efforts. Human resources management department has to take care of the growth and expansion need of an organization. They have to consider and plan their recruitment efforts according to the growth and expansion of the organization.

Factors Influencing Recruitment Process

Given its key role and external visibility, recruitment is naturally subject to influence of several factors. These include external as well as internal forces.

External Factors

Of particular importance is the *supply and demand of specific skills* in the labor market. If the demand for a particular skill is high relative to the supply, an extraordinary recruiting effort may be needed. For instance, the demand for programmers and financial analysts is likely to be higher than their supply, as opposed to the demand-supply relationship for non-technical employees.

When the *unemployment rate* in a given area is high, the company's recruitment process may be simpler. The number of unsolicited applicants is usually greater, and the increased size of the labor pool provides better opportunities for attracting qualified applicants. On the other hand, as the unemployment rate drops, recruiting efforts must be increased and new sources explored.

For a long time the issue relating to unemployment haunted everyone across globe. Policy makers, politicians, administrators, union leaders and academicians used to harp on the problem frequently. Not any more. One and half decades of liberalization has resulted in economic prosperity making people forget about unemployment. The issue now is employability and not unemployment. Any individual worth capable of something is sure of securing a job, of course in the private sector.

Labor-market conditions in a local area are of primary importance in recruiting for most non-managerial, supervisory and middle-management positions. However, so far as recruitment for executive and professional positions is concerned, conditions of all market are important.

Another external factor is *political and legal consideration*. Reservation of jobs for SCs, STs, minorities, and other backward classes (OBCs) is a political decision. There is a strong case for giving preference to people hailing from less-advantaged sections of the society. Reservation has been accepted as inevitable by all sections of the society. The Supreme Court also has agreed upon 50 per cent reservation of seats and jobs.

We have Central and State Acts dealing with labor. They cover working conditions, compensation, retirement benefits, and safety and health of employees in industrial

establishments. There are Acts which deal with recruitment and selection. Child Labor (Prohibition and Regulation) Act, 1986, for instance, prohibits employment of children in certain employments, and seeks to regulate their working conditions in certain other employments. Similarly, we have the Employment Exchange (Compulsory Notification of Vacancies) Act, 1959, which mandates that employers (industrial establishments employing 25 workers each and above) must notify the vacant positions to the employment exchanges. The Apprentices Act, 1961, the Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979, the Factories Act, 1948, and the Mines Act, 1952, also deal with recruitment. Above all these, we have the Constitution which prohibits discrimination in matters of employment and also provides for protective discrimination to the less privileged sections of the society. *Preferences to sons of the soil* is another political factor. Political leaders clamour that preference must be given to the people of their respective states in matters of employment.

The *company's image* also matters in attracting large number of job seekers. Blue chip companies attract large number of applications. Often, it is not the money that is important. It is the perception of the job-seekers about the company that matters in attracting qualified prospective employees.

Internal Factors

The above are some of the external forces influencing the recruitment function of an organization. In addition to these, there are certain internal forces which deserve consideration while recruiting personnel.

One such internal factor is the *recruiting policy of the organization*. Most firms have a policy on recruiting internally (from own employees) or externally (from outside the organization), analogous to the make or buy policy in inventory management. Generally, the policy is to prefer internal sourcing, as own employees know the company well and can recommend candidates who fit the organization's culture.

Another related policy is to have *temporary and part-time employees*. An organization hiring temporary and part-time employees is in a less advantageous position in attracting sufficient applications.

In multinational corporations (MNCs), there is the policy relating to the recruitment of local citizens. MNCs operating in our country prefer local citizens as they can understand local languages, customs and business practices better.

A major internal factor that can determine the success of the recruiting program is whether or not the *company engages in HRP*. In most cases, a company cannot attract prospective employees in sufficient numbers and with required skills overnight. It takes time to examine the alternatives regarding the appropriate sources of recruits and the most productive methods for obtaining them. Once the best alternatives have been identified, recruiting plans may be made. Effective HRP greatly facilitates the recruiting efforts.

Size is another internal factor having its influence on the recruitment process. An organization with one hundred thousand employees will find recruiting less problematic than a firm with just one hundred employees.

Cost of recruiting is yet another internal factor that has to be considered. Recruiting costs are calculated per new hire and the figure is considerable nowadays. Recruiters must, therefore, operate within budgets. Careful HRP and forethought by recruiters can minimize recruitment costs. One cost saving measure, for instance, is recruiting for multiple job openings simultaneously. The best solution is to use proactive personnel practices to reduce employee turnover, thus minimizing the need for recruiting. Evaluating the quality, quantity and costs of recruitment helps ensure that it is efficient and cost-effective.

Finally, an organization registering *growth and expansion* will have more recruiting on hand than the one which finds its fortunes declining.

Recruitment Policy:

The recruitment policy of the organization i.e. recruiting from internal sources and external also affect the recruitment process The recruitment policy of an organization specifies the objectives or recruitment and provides a framework for implementation of recruitment program.It may involve organizational system to be developed for implementing recruitment programs and procedure by filling up vacancies with best qualified people.

Recruitment policy of any organization is an influencing factor of any recruiting efforts. Organization have different recruitment policy, there are some organization which are preferring applicant from the location where they are and there are some organization who are preferring applicant from the outside area if they don't find suitable applicant from the area where they are located. Some recruitment policies are affected by government norms. Affirmative action is one of such government norms. Some organization has certain reserved category some organization believes that they should have experienced person in their organization so that they don't have to invest on training on the new candidate. That's why they prefer experienced candidate some organization believes in making their own employees competent. They are concerned for the basic qualification of the candidate.

Recruitment involves attracting and obtaining as many applications as possible from eligible job seekers. It is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected.

Scope:

The Recruitment and Selection Policy applies to all employees who are involved in the hiring process. This policy also applies to all potential job candidates

There are various **factors that affect the recruitment policy** of an organisation.

1. Organisation budget and financials
2. Recruitment policy of competitors.
3. Job market conditions.
4. Specific need of the organisation.

5. Government regulations.
6. Employment Policy of government.

Principle of Recruitment Policy

1. As per company Policy, it believes in the open competition ways for recruitment.
2. The company makes sure that the right and meritorious candidate is hired through the recruitment process and it also ensures that most suitable candidate is identified.
3. The company makes sure that the recruitment and selection of candidate happen in a professional way and by following the rules and regulations under employment legislation.
4. The company also ensures that all its employees involved in the recruitment and selection process are well trained. The company provides training to all its employees to make them satisfied that they are well trained to carry on recruitment and they comply with the regulations under employment policy.
5. The recruitment must be carried out in a manner that enhances the image of the company outside.
6. The company also put in best efforts to carry out the process in a transparent and effective manner wherein all candidates are treated equally and fairly so that recruitment experience is a positive one in the company.
7. The company believes in inculcating new and innovative practice in its recruitment process and will promote best practice.
8. The company also tries its best to make sure that this process is carried out in a very cost-effective manner.
9. Any employee in recruitment team who has a close relationship with any of the candidate applying for any position in the company must make sure that it is declared by the employee in the beginning of recruitment process and he/she will not be involved in any decision-making process.
10. All the information provided by the candidate must be treated with confidentiality and must not be shared with any third agency.

Problems in Recruitment

Attracting Top Talent

Lack of Quality Candidates

Technology Misalignment

Attracting Top Talent

Recruiters now face difficulties in attracting top talent. It's a candidate's job market, and firms have to work harder to capture the attention of prized potential employees. If job seekers hear bad things about your company or don't like what they see, you'll miss out on the cream of the crop candidates.

To improve your chances of winning the hearts of the right applicants, you need to work on developing and promoting your employer brand. Be sure to address:

1. Corporate culture.
2. Clarity of candidate-facing messaging, including a branded careers page.
3. User experience from the application process perspective.

In essence, you need to put on your marketing hat – or better yet, partner with your marketing department – to create a compelling employer brand that you can “market” to the most qualified job candidates.

Lack of Quality Candidates

Does it ever seem like nobody great is applying? Even when you do have a beautiful brand, you are going to get your fair share of less-than-stellar applicants mixed in with the top-notch talent. The solution is to step up your recruiting strategy.

To source the best of the best, consider these steps:

- **Explore opportunities with passive applicants.** Just because someone isn't actively looking for a job, it doesn't mean he or she won't consider the right position with your business. You just need to ask.

- **Review your recruiting data.** What tactics have brought you the most success, or led to the least results? How long is your typical timeframe between posting and hire date? These data can help you improve your process.
- **Get creative with applicant outreach.** There's a lot of noise out there. How can you stand out to entice terrific talent?

Technology Misalignment

Human resources hasn't traditionally been known as a department driven by technology, but things are changing. After all, recruiting professionals and hiring managers need to respond with the speed that people have become accustomed to in their everyday lives. If you're still using manual or outdated processes, you risk losing a prized applicant to another employer.

Tech-savvy HR teams find success using an applicant tracking system (ATS) to transform their recruiting efforts. An ATS can make your organization more efficient and productive when it comes to attracting, reviewing, and selecting future employees.

Problems in Recruitment and Selection

Recruitment and selection are critical human resources functions for your small business. Hiring the right employees for your business can positively affect your turnover rate, company culture, production and bottom-line profit. Avoiding some of the common problems experienced by businesses as they recruit and select employees improves your chances of success.

Job Analysis

Job Responsibility

Managerial Skills

Cost

Loyalty and Productivity

Legal Issues

Job Analysis

One of the most serious problems in recruitment is not knowing the nature of the position for which you are hiring. Your company should routinely conduct a job analysis for each position and create a complete, accurate description of the function and tasks. Job roles evolve over time, so the current requirements of a position might need to be formally updated. Without a job analysis, your job posting might not accurately reflect the skills and traits required, and your selection tools might not accurately assess candidates.

Cost

Cost is a major reason why effective recruitment and selection is important. There are many ways in which poor recruitment practices can result in financial losses. For example, if a candidate's competency is not accurately assessed, he may make mistakes that can hinder productivity. If he needs to be retrained or replaced, this takes up more company time that could otherwise be invested toward remaining competitive.

Loyalty and Productivity

Loyalty and productivity are linked. Employees who feel dedicated to the organization will work hard to help it succeed. With this in mind, recruiters must ask questions that provide information about a candidate's strengths and weaknesses. Additionally, interviewers should inquire about a candidate's greatest achievements throughout her career. Generally, loyal employees will have a track record of striving for excellence, resulting in a more competitive, innovative and profitable business.

Legal Issues

Discrimination is a serious concern among recruiters. If discriminatory hiring practices can be proven, this could result in serious harm, both financially and in terms of reputation. The United States Department of Labor forbids discrimination based on race, color, national origin, sex, disability, religion, political affiliation, religion or age. Steps can be taken to avoid such complications. First, advertise only the essential requirements for the position. Provide an accurate job description, listing only the position name and the specific duties involved. Things such as language proficiency or physical capabilities should not be listed unless they are absolutely essential for the role. When conducting interviews, ensure that the location is accessible by people with disabilities and refrain from holding interviews on religious or cultural holidays. Use the same questions for every candidate and try to have more than one

recruiter present during the interview. Careful notes must be taken so that recruiters can justify hiring or not hiring the particular candidate.

Job Responsibility

The basic aspects of managerial functions are establishing goals, objectives and procedures; organizing daily or periodic duties of employees; recruiting and training employees; providing proper direction to employees; and maintaining control over employees' job performances. The process of managing employees -- guiding workers to reach certain goals -- is inherent within the functions of a manager. Using effective managerial skills, a supervisor determines what is expected of employees and allocates duties appropriately to each employee. In addition to assigning job duties to employees, managers also work directly with employees to ensure that all tasks are accomplished.

Managerial Skills

Managerial skills are similar regardless of the type of organization and job-specific responsibilities. Managers first must acquire the technical skills to be able to perform the jobs within their areas of responsibilities. They also must have effective interpersonal communication skills and the abilities to guide their own behaviors in ways that promote the success of the organizational goals. Managers need to maintain productive organizational and decision-making skills.

Sources of Recruitment

Recruitment is referred to as the process which involves searching for potential candidates and influencing them in order to fill the vacant positions in the organisation. The purpose of recruitment is to find qualified candidates for the development of the organisation.

Sources of recruitment refers to various modes of connecting with the job seeker for completing the task of finding potential employees. In simple words, sources of recruitment is the medium through which communication regarding the vacant positions is made aware to the prospective candidates.

There are generally recognised two sources of recruitment, which are internal and external sources. Let us discuss these sources in detail in the following lines.



I. Internal Sources

II. External Sources

Internal Sources

Internal sources of recruitment refers to the recruitment of employees who are already a part of the existing payroll of the organisation. The vacancy for the position can be informed to the employee through internal communication.

There are different types of internal hiring in the organisation and they are as follows:

1. Promotion
2. Transfer
3. Employee Referrals
4. Former employees

1. Promotion:

Promotion is referred to as the change of designation of the employee. It involves shifting of the existing employee to a higher position within the organisation and providing that employee with more responsibility and a raise in pay.

Promotion helps in motivating the other employees of the organisation to work hard so that they also become eligible for promotion.

2. Transfer:

Transfer refers to the shifting of an existing employee from one department to another department in an organisation.

3. Employee Referrals:

It can happen that the organisation in an effort to cut down costs on hiring is looking for employee referral. The employees are well aware of the job roles in the organisation for which

manpower is required. These employees will refer potential candidates by screening them based on their suitability to the position.

4. Former employees:

Some organisations have the provision of hiring retired employees willing to work part time/full time for the organisation.

Advantages of Internal Sources

Following are the advantages of the internal sources:

1. The organisation saves money on hiring programmes which translates to higher revenue for business.
2. It makes selection and transfer of employees very easy.
3. Internal source of recruitment serves as a morale booster for the existing employees.
4. It provides a sense of loyalty towards the business which results in improved productivity.
5. As existing employees will be aware of the working pattern of the organisation, therefore it will take much less time for the re-hires to get adapted to working conditions.

Disadvantages of Internal Sources

Following are some of the disadvantages of the internal sources:

1. Internal recruitment causes reduction in the morale of those employees who are not selected or considered for appraisal.
2. It discourages capable persons from outside to join to work in the company.
3. It can lead to conflict if one employee is selected for promotion, while the others are not considered.

External Sources

External sources of recruitment seek to employ candidates that have not been recruited anytime before in the organisation.

Introduction of fresh talent among the workforce leads to growth and development of the business.

Following are the some of the external sources of recruitment:

1. Advertisement
2. Employment Exchanges
3. Employment portals
4. Educational Institutions
5. Recommendation

1. Advertisement:

Advertisements serve as a great source of information regarding any job opportunities. This type of source is used for recruitment of middle level employees, or high level employees.

2. Employment Exchanges:

Employment exchanges serve as a source of recruitment for the people as it is run by the government.

3. Employment portals:

In this age of technology, development in the field of hiring has taken place. Nowadays many employment portals are open where one can find information about job openings.

4. Educational Institutions:

Educational institutions also serve as a good source of recruitment as many students or say resources will be available at once under one roof.

5. Recommendation:

This can also be a good source of recruitment as an existing employee will be able to provide better recommendation for other candidates.

Advantages of External Source

Following are some of the advantages of external sources.

1. It helps in availability of proper skilled labour.
2. There will be availability of new ideas from employees hired using external sources.
3. The employees join as knowledgeable persons which reduces the training time required for new hires.

Disadvantages of External Source

1. It can lead to unhappy employees as the existing employees may feel that they deserved an opportunity for growth.
2. It can lead to lack of cooperation between the new hires and the existing employees.
3. It is a lengthy process where the employee needs to appear for many rounds.

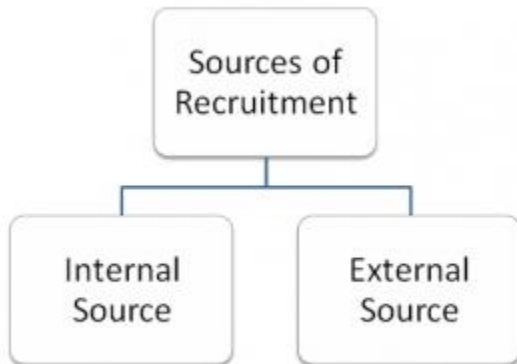
Internal and External Sources of Recruitment

Recruitment is the process of attracting the potential candidates and motivating them to apply for the jobs or selecting skilled and right candidates from the pool of applicants and appointing them for right jobs. Here strategic thinking and decision making can help in finding the potential candidates. Human resources are one of the scarce resources and it is becoming a challenge to find the right candidate for the right job in the organizations.

So organizations are approaching consultancies to find the skilled and efficient employees to get a competitive advantage. Approaching recruitment agencies can give better results, but it is expensive and may not be suitable for all organizations.

Recruitment involves searching for the right candidates and motivating them to apply for the openings in the organization. Here sources of recruitment are two types i.e., internal sources and external sources.

Sources of recruitment



Internal sources of recruitment

Internal sources of recruitment involve motivating the employees of the organization to apply for the openings within the organization. Job openings are informed to the employees of the same organization by giving internal advertisements, word of mouth or communication through the hierarchy. Many organizations are practicing this approach to motivate the skilled employees of the organization, to reduce the employee turnover, to reduce the cost and to get a competitive advantage. Various methods of internal sources or recruitment are as follows.



1. Transfers

The employees of the organization are transferred to the similar jobs of other departments. It may not involve a change in salary, responsibility, and position of the job. Transfers help in reducing the boredom and monotony of the employees or it may be used to fill the vacancies with suitable internal candidates.

2. Promotions

Promotions involve vacancies of the organization are filled by promoting the skilled employees to the suitable jobs and it can motivate the employees by giving higher position, increased salary, status, and responsibility. Promotions can help in reducing employee turnover by creating the hope of getting higher positions.

3. Demotions

Depending on the performance of the employees of the organizations, sometimes managers have to take decisions regarding lowering the positions of few employees of the organization. These employees can act as a source of recruitment to the lower positions.

4. Employees of the organization

Employees of the organization communicate or inform about the vacant positions of the organization to their friends and relatives. In many organizations, they allowed referring potential candidates for the suitable vacancies.

5. Retired employees

If the organizations do not find the right persons to fulfill the key managerial positions then they call back the retired employees for achieving the objectives.

Advantages of internal sources recruitment

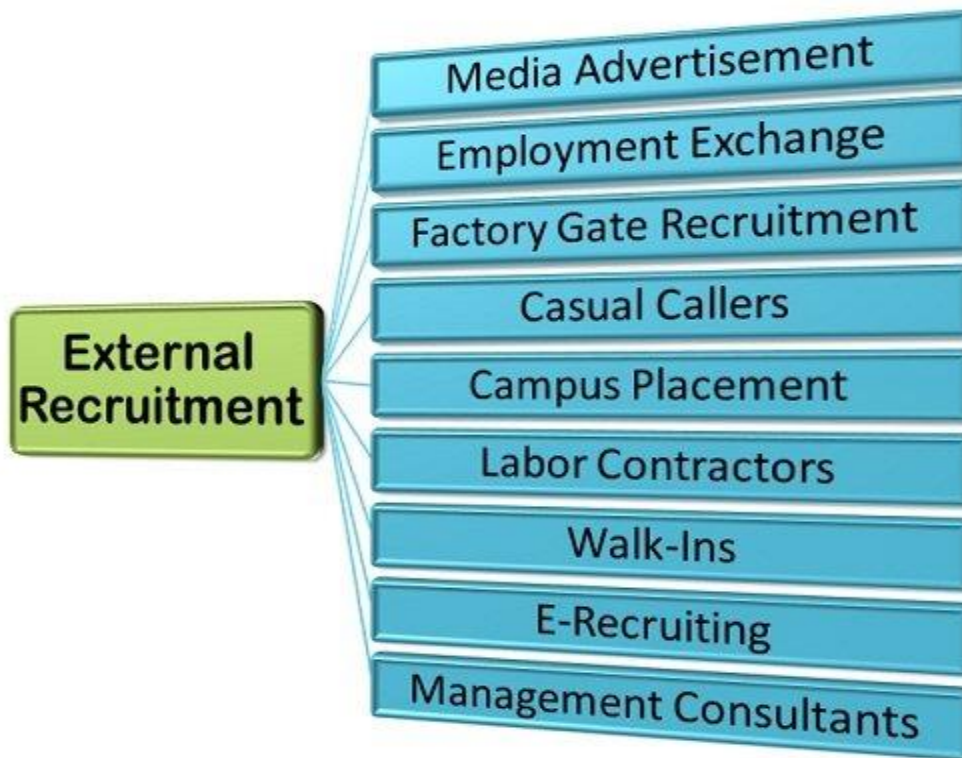
- When the existed employees are given a chance to get the higher positions of the organization then the employee loyalty increases towards the organization.
- It highly motivates the employees and helps in maximizing the job satisfaction.
- Existed employees of the organization are well known about the organization culture.
- Internal sources of recruitment highly reduce efforts and cost.
- It helps in reducing the employee turnover.
- It creates a scope to get a competitive advantage by recruiting the skilled employees for the higher positions.
- It helps in maximizing job security and job satisfaction
- Transfers from one department to another department helps in eliminating boredom and monotony in employees.
- It helps in reducing the efforts of induction programs.

Disadvantages of internal sources of recruitment

- Internal sources of recruitment reduce the scope of finding skilled and more efficient people.
- The introduction of new methods and strategies may not always be possible with this approach.
- Losing more efficient persons from the external environment becomes a competitive advantage to the competitors.
- This approach is not suitable for all the organizations

External sources of recruitment

External sources of recruitment involve motivating the skilled and more efficient candidates external to the organization to apply for the vacant positions in the organization. Job openings are informed to the external environment by using various methods such as advertisements, campus recruitment, employment exchanges, walk-in interviews, organizational websites, job fairs, and job portals.



1. Advertisements

To find the skilled and more efficient manpower giving advertisement for the vacant job position is the better way. Advertisements help in attracting the right candidates and in maximizing brand image. Advertisements may be given in print media or electronic media, it gives better results and it is cheaper than approaching third parties.

2. Job portals

With the growing technology and internet usage, job portals are playing a major role in finding right candidates for right jobs. Job portals can inform up to date job alerts to the candidates and offer attractive benefits and packages to the employers. The tools and techniques used by the job portals highly reduce the efforts in finding the skilled candidates.

3. Company's websites

With the increase in business operations and globalization, the need for human resources is also increasing day by day. To face a severe competition and to reduce the cost during the long run, many companies are setting up their own websites for finding and attracting candidates with competitive skills.

4. Social networking sites

Communicating about vacant positions of the organization through social networking sites help in motivation and attracting the highly skilled and more efficient candidates to apply for the jobs.

5. Placement agencies

Approaching placement agencies reduces the time and efforts to find the right candidates from the pool of skilled candidates. They use various tools and techniques to filter the resumes and they send it to the companies for further processing. The main drawback of this method is commission basis on hiring the candidates.

6. Job fairs and walk in interviews

Walk in interviews and job fairs are declared and conducted by companies to find the skilled candidates. Following this method highly reduces efforts in finding more efficient human resources for the bulk requirement.

7. Campus interviews

This is an easy and economical method helps in finding eligible candidates, through this method organization can find energetic and more competitive candidates for suitable vacancies, this method is beneficial for both the candidates and companies.

Selection: Meaning – Factors Affecting Selection Decisions – Selection Policy – Steps in Selection – Techniques of Selection.

Introduction of Selection

Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In other words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position.

The selection of a right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives.

Meaning of Selection

Selection is the process of choosing the most suitable candidates from those who apply for the job. It is a process of offering jobs to desired candidates.

Once the potential applicants are identified, the next step is to evaluate their qualification, qualities, experience, capabilities, etc. & make the selection. It is the process of offering jobs to the desired applicants.

Selection means choosing a few from those who apply. It is picking up of applicants or candidates with requisite qualifications and qualities to fill jobs in the organization.

This process involves making a judgment -not about the applicant, but about the fit between the applicant and the job by considering knowledge, skills and abilities and other characteristics required to perform the job. Selection procedures are not carried out through standard pattern and steps in this.

The process can vary from organization to organization some steps performed and considered important by one organization can be skipped by other organization.

Personnel Selection is the methodical placement of individuals into jobs. Its impact on the organization is realized when employees achieve years or decades of service to the employer.

The process of selection follows a methodology to collect information about an individual in order to determine if that individual should be employed. The methodology used should not violate any laws regarding personnel selection.

Definition of Selection

According to **Harold Koontz**,

“Selection is the process of choosing from the candidates, from within the organization or from outside, the most suitable person for the current position or for the future positions.”

Dale Yoder said,

“Selection is the process by which candidates for employment are divided into classes those who will be offered employment and those who will not.”

David and Robbins said,

“Selection process is a managerial decision-making process as to predict which job applicants will be successful if hired.”

According to **R.M. Hodgetts**,

“Selection is the process in which an enterprise chooses the applicants who best meet the criteria for the available positions.”

Selection is the process of choosing from a group of applicants those individuals best suited for a particular position.

Most managers recognize that employee selection is one of their most difficult, and most important, business decisions.

Importance of Selection

Selection is an important process because hiring good resources can help increase the overall performance of the organization. In contrast, if there is bad hire with a bad selection process, then the work will be affected and the cost incurred for replacing that bad resource will be high.

The purpose of selection is to choose the most suitable candidate, who can meet the requirements of the jobs in an organization, who will be a successful applicant. For meeting the goals of the organization, it is important to evaluate various attributes of each candidate such as their qualifications, skills, experiences, overall attitude, etc. In this process, the most suitable candidate is picked after the elimination of the candidates, who are not suitable for the vacant job.

The organization has to follow a proper selection process or procedure, as a huge amount of money is spent for hiring a right candidate for a position. If a selection is wrong, then the cost incurred in induction and training the wrong candidate will be a huge loss to the employer in terms of money, effort, and also time. Hence, selection is very important and the process should be perfect for the betterment of the organization.

Advantages of Selection

A good selection process offers the following advantages—

11. It is cost-effective and reduces a lot of time and effort.
12. It helps avoid any biasing while recruiting the right candidate.
13. It helps eliminate the candidates who are lacking in knowledge, ability, and proficiency.
14. It provides a guideline to evaluate the candidates further through strict verification and reference-checking.
15. It helps in comparing the different candidates in terms of their capabilities, knowledge, skills, experience, work attitude, etc.

A good selection process helps in selecting the best candidate for the requirement of a vacant position in an organization.

FACTORS AFFECTING SELECTION DECISIONS

The goal of selection is to sort out or eliminate those judged unqualified to meet the job and organizational requirements, whereas the goal of recruitment is to create a large pool of persons available and willing to work. Thus; it is said that recruitment tends to be positive while selection tends to be somewhat negative.

A number of factors affect the selection decision of candidates. The important among them are:

- Profile matching.
- Organizational and social environment.
- Successive hurdles.
- Multiple correlation.

(i). Profile Matching:

Tentative decision regarding the selection of candidates (who are known) is taken in advance. The scores secured by these known candidates in various tests are taken as a standard to decide the success or failure of other candidates at each stage. Normally, the decision about the known candidates is taken at interview stage. Possible care is also taken to match the candidate's bio-data with the job specifications.

(ii). Organizational and Social Environment:

Some candidates, who are eminently suitable for the job, may fail as successful employees due to varying organizational and social environment. Hence, candidates' specifications must match with not only job specifications but also with organizational and social environmental requirements.

(iii). Successive Hurdles:

In this method hurdles are created at every stage of selection process. Therefore, applicants must successfully pass each and every screening device in case of successive hurdles.

(iv). **Multiple Correlations:**

Multiple correlations are based on the assumption that a deficiency in one factor can be counter-balanced by an excess amount of another. A candidate is routed through all the selection steps before a decision is made. The composite test score index is taken into accounting the selection tests. Hence, for broader line cases multiple correlation method is useful and for other successive hurdles method is useful.

Steps in Selection

The selection process typically begins with the preliminary interview; next, candidates complete the application for employment.

They progress through a series of selection tests, the employment interview, and reference and background checks. The successful applicant receives a company physical examination and is employed if the results are satisfactory.

Several external and internal factors impact the selection process, and the manager must take them into account in making selection decisions.

Typically selection process consists of the following steps but it is not necessary that all organization go through all these steps as per the requirement of the organization some steps can be skipped while performing the selection process.

1. Initial Screening.
2. Completion of the Application Form.
3. Employment Tests.
4. Job Interview.
5. Conditional Job Offer.
6. Background Investigation.

7. Medical Examination.
8. Permanent Job Offer.

1. Initial Screening

The selection process often begins with an initial screening of applicants to remove individuals who obviously do not meet the position requirements.

At this stage, a few straight forward questions are asked. An applicant may obviously be unqualified to fill the advertised position, but be well qualified to work in other open positions.

The Purpose of Screening is to decrease the number of applicants being considered for selection.

Sources utilized in the screening effort

Personal Resume presented with the job application is considered a source of information that can be used for the initial screening process. It mainly includes information in the following areas:

- Employment & education history.
- Evaluation of character.
- Evaluation of job performance.

Advantages of Successful Screening

If the screening effort is successful, those applicants that do not meet the minimum required qualifications will not move to the next stage in the selection process. Companies utilizing expensive selection procedures put more effort into screening to reduce costs.

2. Completion of the Application Form

Application Blank is a formal record of an individual's application for employment. The next step in the selection process may involve having the prospective employee complete an application for employment.

This may be as brief as requiring only an applicant's name, address, and telephone number. In general terms, the application form gives a job-performance-related synopsis of applicants' life, skills and accomplishments.

The specific type of information may vary from firm to firm and even by job type within an organization. Application forms are a good way to quickly collect verifiable and fairly accurate historical data from the candidate.

3. Employment Tests

Personnel testing is a valuable way to measure individual characteristics.

Hundreds of tests have been developed to measure various dimensions of behavior. The tests measure mental abilities, knowledge, physical abilities, personality, interest, temperament, and other attitudes and behaviors.

Evidence suggests that the use of tests is becoming more prevalent for assessing an applicant's qualifications and potential for success. Tests are used more in the public sector than in the private sector and in medium-sized and large companies than in small companies.

Large organizations are likely to have trained specialists to run their testing programs.

Advantages of using tests

Selection testing can be a reliable and accurate means of selecting qualified candidates from a pool of applicants.

As with all selection procedures, it is important to identify the essential functions of each job and determine the skills needed to perform them.

Potential Problems using Selection tests

Selection tests may accurately predict an applicant's ability to perform the job, but they are less successful in indicating the extent to which the individual will want to perform it.

Another potential problem, related primarily to personality tests and interest inventories, has to do with applicants honesty. Also, there is the problem of test anxiety.

Applicants often become quite anxious when confronting yet another hurdle that might eliminate them from consideration.

4. Job Interview

An interview is a goal-oriented conversation in which the interviewer and applicant exchange information. The employment interview is especially significant because the applicants who reach this stage are considered to be the most promising candidates.

Interview Planning

Interview planning is essential to effective employment interviews.

The physical location of the interview should be both pleasant and private, providing for a minimum of interruptions. The interviewer should possess a pleasant personality, empathy and the ability to listen and communicate effectively.

He or she should become familiar with the applicant's qualifications by reviewing the data collected from other selection tools. In preparing for the interview, a job profile should be developed based on the job description.

Content of the Interview

The specific content of employment interviews varies greatly by an organization and the level of the job concerned.

1. Occupational experience:

Exploring an individual's occupational experience requires determining the applicant's skills, abilities, and willingness to handle responsibility.

2. Academic achievement:

In the absence of significant work experience, a person's academic background takes on greater importance.

3. Interpersonal skills:

If an individual cannot work well with other employees, chances for success are slim. This is especially true in today's world with increasing emphasis being placed on the use of teams.

4. Personal qualities:

Personal qualities normally observed during the interview include physical appearance, speaking ability, vocabulary, poise, adaptability, and assertiveness.

5. Organizational fit:

A hiring criterion that is not prominently mentioned in the literature is organizational fit. Organizational fit is ill-defined but refers to management's perception of the degree to which the prospective employee will fit in with, for example, the firm's culture or value system.

5. Conditional Job Offer

Conditional job offer means a tentative job offer that becomes permanent after certain conditions are met.

If a job applicant has passed each step of the selection process so far, a conditional job offer is usually made.

In essence, the conditional job offer implies that if everything checks out – such as passing a certain medical, physical or substance abuse test – the conditional nature of the job offer will be removed and the offer will be permanent.

6. Background Investigation

Background Investigation is intended to verify that information on the application form is correct and accurate.

This step is used to check the accuracy of application form through former employers and references. Verification of education and legal status to work, credit history and criminal record are also made.

Personal reference checks may provide additional insight into the information furnished by the applicant and allow verification of its accuracy.

Past behavior is the best predictor of future behavior. It is important to gain as much information as possible about past behavior to understand what kinds of behavior one can expect in the future.

Knowledge about attendance problems, insubordination issues, theft, or other behavioral problems can certainly help one avoid hiring someone who is likely to repeat those behaviors.

Background investigations primarily seek data from references supplied by the applicant including his or her previous employers. The intensity of background investigations depends on the level of responsibility inherent in the position to be filled.

Common sources of background information include:

- References are provided by the applicant and are usually very positive.
- Former employers should be called to confirm the candidate's work record and to obtain their performance appraisal.
- Educational accomplishments can be verified by asking for transcripts.

- Legal status to work.
- Credit references, if job-related.
- Criminal records can be checked by third-party investigators.
- Background checks are conducted by third-party investigators.
- Online searches as simple as “Google” search of a candidate can turn up information on press releases or news items about a candidate that was left off the application or resume.

7. Medical/Physical Examination

After the decision has been made to extend a job offer, the next phase of the selection process involves the completion of a medical/physical examination.

This is an examination to determine an applicant’s physical fitness for essential job performance.

Typically, a job offer is contingent on successfully passing this examination.

For example, firefighters must perform activities that require a certain physical condition. Whether it is climbing a ladder, lugging a water-filled four-inch hose or carrying an injured victim, these individuals must demonstrate that they are fit for the job.

8. Permanent Job Offer

Individuals who perform successfully in the preceding steps are now considered eligible to receive the employment offer. The actual hiring decision should be made by the manager in the department where the vacancy exists.

Techniques of Selection

Personality Tests

Application Forms

Intelligence Tests

Career Fairs

Virtual Career Fairs

Personality Tests

Personality tests are a selection procedure to measure the personality characteristics of applicants that are related to future job performance. Personality tests typically measure one or more of five personality dimensions: extroversion, emotional stability, agreeableness, conscientiousness and openness to experience. Tests like these can consist of up to 100 questions with a view to finding answers, which are most descriptive of the target group or person in question. The idea is to draw out personality styles to assess the potential for the role in question.

Application Forms

Application forms are commonly used. These forms assess background information through a form or questionnaire in order to assess an individual's behavioural reliability, integrity, and personal adjustment. The employer will then assess applicants' scores, determined by weighting each item according to the item's derived relationship to the criterion of interest. The application form is very common in roles where a high volume of applications can be expected, like in graduate recruitment and in the public sector.

Intelligence Tests

Intelligence tests, like personality tests, are paper and pencil based assessments, but seek to measure an individual's general mental ability or intelligence rather than their characteristic suitability. Tests may include time limits and could involve mathematic or scientific problem solving. Many tests will contain the same requirements that occur on the job on offer so a direct performance measure can be applied.

Career Fairs

Career fairs provide job hunters with the chance to meet employers face-to-face to learn about opportunities available and to market themselves to prospective employers. For employers it's a chance to meet hundreds of interested candidates in a very short time. Careers fairs can be a useful way to pick up information about a job to make a better, informed career decision.

Virtual Career Fairs

Virtual career fairs work in the same way as traditional career fairs but are held online. This modern way to search for a job is increasing in popularity as visitors have the options to chat to prospective employers, submit CVs, and receive expert advice at their convenience. The standard procedure is to register and upload your CV and cover letter so prospective employers have a chance to

screen your details. You get the opportunity to interact directly with company representatives through video, chat, or virtual interviews. Employers use a search function to find candidates using their virtual profiles. A professionally written CV can help employers to locate you, which can lead to further discussions and interviews.

Difference between Recruitment and Selection

The major differences between Recruitment and Selection are as follows –

Recruitment	Selection
Recruitment is defined as the process of identifying and making the potential candidates to apply for the jobs.	Selection is defined as the process of choosing the right candidates for the vacant positions.
Recruitment is called as a positive process with its approach of attracting as many candidates as possible for the vacant jobs	Selection is called as a negative process with its elimination or rejection of as many candidates as possible for identifying the right candidate for the position.

NEED FOR SCIENTIFIC SELECTION SYSTEM

Every organization has to follow a systematic selection procedure since problems with the employee start after his selection and employment. In other words, if an organization selects a wrong person, it has to face a number of problems with him. In addition to the cost of selection, training, and other areas will become a recurring expenditure to the company owing to employee turnover caused due to improper selection technique. Every organization is influenced by the social factors, as it is a part and parcel of the society. Hence, it has to do justice to all sections of the people in providing employment opportunities. Hence, organizations should have an objective system of selection that should be impartial and provide equal opportunity. Above all, the organization should also follow the Government rules and regulations regarding filling up of

certain number of vacancies by the candidates belonging to certain communities and certain regions.

Conclusion

The objectives of the selection process are to select the candidates whose success probability in the job is the highest and motivate right candidates to opt for the vacancy by a proper presentation of the organization to the potential candidates.

In many HR departments, recruiting and selection are combined and called the employment function. In large HR departments, the employment function is the responsibility of the HR Director.

In smaller departments, HR managers handle these duties.

The selection process relies on three helpful inputs. Job analysis information provides the description of the jobs, the human specifications and the performance standards each job requires.

Human resource plans tell HR managers what job openings are likely to occur. These plans allow selection to proceed in a logical manner.

Finally, recruits are necessary so that the HR manager has a group of people from which to choose. These three inputs largely determine the effectiveness of the selection process.

The selection process is a series of steps through which applicants pass.

For example, a candidate who fails to qualify for a particular step is not eligible for appearing for the subsequent step. The result of each step is crucial. Failure of any step disqualifies the candidate from attempting the next step.

Because of this characteristic, Yoder (1972) has termed this process as a succession of hurdles. It is designed to determine the most likely candidates to be successful at fulfilling the job requirements by eliminating those candidates least likely to succeed.

Placement: Introduction

In the words of **Pigors and Myers**,

“Placement is the determination of the job to which an accepted candidate is to be assigned and his assignment to that job.

It is a matching of what the supervisor has reason to think he can do with the job demands. It is a matching of what he imposes in strain, working conditions and what he offers in the form of pay roll, companionship with others, promotional possibilities etc.”

A well placed employee will be an asset to the organization. Proper placement makes the employee happy and reduces absenteeism and labour turnover. Proper placement increases morale and efficiency of the employees and builds a good relation with the employer.

A candidate who passes all the steps in the selection process is then offered the job. The placement problem arises when the selected candidate comes to the organisation for joining the job. It is important to see that the right man should be placed on the right job.

In the simple words placement is concerned with the sending of newly selected personnel to some department for work. It is also concerned with the assignment of authority and responsibility to the new comer in the organisation.

Placement – Meaning and Definition

When the candidate is selected for a particular post and when he reports to duty, the organization has to place him or her in the job for which he or she is selected which is being done through placement. Placement is the act of offering the job to a finally selected candidate. It is the act of finally assigning the rank and responsibility to an employee, identifying him with a particular job.

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A well placed employee will be an asset to the organization. Proper placement makes the employee happy and reduces absenteeism and labour turnover. Proper placement increases morale and efficiency of the employees and builds a good relation with the employer.

Increased production, improved quality of the product, regularity in work and attendance indicate proper placement of an employee. It should be noted that, supervisor or an executive should always keep a watch on newly recruited employee to ensure whether an employee is properly placed or misplaced.

If any symptom of misplacement is observed, action should be taken for proper placement or necessary training programme should be arranged to make the employee fit for the job. For this reason, initial appointment will be a “Probationary period” which is called “trial period” for the newly recruited employees. On successful completion of the probationary period, generally, employee will be regularized on permanent basis.

A candidate who passes all the steps in the selection process is then offered the job. The placement problem arises when the selected candidate comes to the organisation for joining the job. It is important to see that the right man should be placed on the right job.

Therefore, it is necessary that every organisation should have the proper placement scheme which ensures that right man is placed at the right place in the organisation. The new employees should be placed at the jobs which fit with them.

Therefore placement is a process of matching the jobs and the individual and placement occurs when the individual is assigned with the particular job. In the simple words placement is concerned with the sending of newly selected personnel to some department for work. It is also concerned with the assignment of authority and responsibility to the new comer in the organisation.

Function of Placement

1. Improves the morale of the employees
2. Reduces employee turnover
3. Decreases accident rates
4. Enhances labour productivity
5. Clarifies expectations.

A person can contribute as per the predetermined objectives. Right placement improves employee morale, and the employee contributes more; lower absenteeism enables achieving delivery targets; reduced manpower attrition and turnover makes the recruitment cell, cost- and time-efficient.

When the nature of duty and demands of the job are matched with the intrinsic needs of the employee, it enhances his/her job satisfaction which, in turn, promotes industrial relations. It helps the employee work and the objectives of the organization.

After selecting employees, it is the responsibility of human resource management to place them on suitable job. A misplaced employee remains dissatisfied and may leave the job as early as he gets another opportunity. It is, therefore, important to familiarize the selected employees with the job, the company and other employees so that he feels comfortable and at home with the new step up. If employees are properly placed, inducted and socialized with the new job they will concentrate on the job and give desirable performance.

Importance of Placement

1. If the employees are properly placed, they will enjoy their work and organisation will not have to suffer the problem of employee turnover.

2. If employees don't like their work, they start making excuses from the job and remain absent. Effective placement will keep the absenteeism rate low.

3. Morale of workers increases because they get the work of their choice, if correctly placed.

4. Workers will work attentively and safety of workers will be ensured and lesser accidents will happen.

5. Workers will be satisfied with their jobs and there will be no reasons for disputes, so human relations will improve.

6. Through proper placement, misfit between the job and person can be avoided.

7. Efficient and effective performance of individual tasks will ensure the achievement of organisational goals.

8. Productivity i.e., ratio of output to input increases as wastage and abnormal losses decrease.

Placement should be done keeping into view the job and social, psychological & emotional needs of person.

principles of placement

(i) Job requirement

– Man should be placed on the job according to the requirement of the job rather than qualification and requirement of the man.

(ii) Qualification

- The job offered should match with the qualification possessed by an employee.

(iii) Information

– All the information relating to the job should be given to the employees along with the prevailing working conditions. They should also be made known that they have to pay penalty for wrong doing.

(iv) Loyalty and Co-operation

– Every effort should be made to develop a sense of loyalty and co-operation in employees to make them understand their responsibilities

Placement – Major Benefits

After a candidate has been selected, he should be placed on a suitable job. Placement is actual posting of an employee to a specific job. It involves assigning duties and responsibilities to an employee. The organisation normally decides about final placement after initial training or probation. The supervisor of the new recruit takes decision regarding placement in consultation with senior manager in the department.

Major benefits of placement are given below:

1. Building support with peers, juniors, seniors in the department within a short period
2. Able to adjust himself to the new job
3. Avoid mistakes
4. Regular attendance
5. High level of involvement in the job
6. Good performance in the job

Placement is an important human resource activity and new recruits must be inducted properly so that they become good performers.

Placement – Major Problem

The personnel manager faces certain problems in placement of new employees in the jobs for which they have been selected.

These problem are as follows:

1. Employees Expectations:

What the new employee expects from his job is the first problem in his placement. If he expects high salary, independent and challenging work but the job offers low salary, dependent and routine work, the employee finds himself misfit to his job.

2. Job Expectations:

Sometimes, the employee's expectations from his job are more than his abilities or skills. In such a case, the personnel manager finds the mismatch between the employee and the job.

3. Technological Change:

Sometimes, technological changes bring radical changes in job description and specifications, resulting in the mismatch between the employee and the job.

4. Changes in Organizational Structure:

Some strategic changes like mergers, acquisitions, amalgamations, delayering, downsizing etc. bring about changes in organizational structure, which in their turn, bring about changes in the jobs. Such changes are likely to result in misfit between the employees and the job.

5. Social and Psychological Factors:

Some social and psychological factors involved in team work or group formation result in the mismatch between employees and the jobs.

PLACEMENT POLICY 2020-2021

The Career Development Center (CDC), IIT Palakkad welcomes all eligible students to the placement season. We strive to extend all possible support to provide the right career opportunities to our students to fruitfully pursue their career interests.

The CDC endeavors to achieve the best possible placement outcomes. In order to achieve the best possible results for all, IIT Palakkad and recruiting organizations, all students are expected to understand the placement policy and follow it strictly. It may be noted that some policy changes may take place during the year in the best interest of the whole batch.

The placement policy is applicable to all students registered for the campus placements and is to be followed during the entire duration of this placement season.

The Career Development Center only acts as the facilitator in inviting companies to the campus for placements as well as internships. Registration for the campus placement does NOT guarantee placement.

ELIGIBILITY & REGISTRATION

1. All UG/PG students seeking employment who meet the minimum CGPA criterion and expect to graduate from the Institute by the end of the academic year may register for campus placements during the month of July.
2. A regular student, whose CGPA is 5 and above, can register on the placement portal. However, the CDC has the authority to change the minimum CGPA criterion for placement registration with prior notification. In this case, students who do not meet the amended minimum CGPA criterion will be de-registered from the placement activities.
3. Campus placement is a facility provided for the eligible students. Registration is not compulsory. Students not interested in placement are advised not to register for placement in the portal.
4. Any queries regarding procedure/rules etc. may be addressed to the CDC through the respective Branch Coordinators only.

PROCESS:

1. Students are advised to read the announcements made, go through the company website and apply only if interested.
2. The resume will be generated only through the CDC Portal (Online) - The details given in the resume have to be genuine and any student found violating this rule will be disqualified from the placement for the rest of the academic year.
3. All the details given in the resume will be verified by the academic section with supporting documents. Non-verified details will be marked by an asterisk symbol in the resume.
4. The students who apply for the initial selection procedure including resume submission/written test/GD/interview etc. have to attend the remaining selection procedure of that company/organization, if they are shortlisted by the organization in the

initial selection procedure. If noticed otherwise, the students will not be allowed to take part in further placement activities.

5. Students may attend multiple processes during a particular slot if they have not yet been given an offer by a company.
6. A company can roll out an offer to a student at any point during his/her interview in a spot offer round. In case the student gets selected in a company/organization, then he/she will be excluded from the procedure of any other company whose process is running in parallel with immediate effect.
7. In the event that a regular 'eligible' student, who has applied for a company's job profile, fails to appear for its process, he/she will be de-registered from the placement activities.
8. After getting a job offer, if any student decides to withdraw his/her acceptance any time till the conclusion of the academic session (May end), he/she must inform the company and the Career Development Centre with a justifiable reason immediately.
9. If a student receives a placement with INR 10 lakh or more as Total CTC, then the student is not eligible for any more job offers. Once a student has been given an offer by a company with 10 lakh or more as total CTC, he/she will be de-registered from the placement process irrespective of whether he/she accepts or declines the offer.
10. If a student receives a placement with less than INR 10 lakh CTC, then the student has an option to apply for one more job which offers 1.5 times greater CTC than the one already received. The option is strictly for only one more job and the de-registry would be initiated soon after.
11. Salary negotiation will be done by the CDC office as per the standards of IIT. The salary details are confidential and should not be disclosed to anyone.
12. Honesty, Integrity, and Compliance have to be maintained by the students always.

DRESSCODE:

1. Dress Code to be followed whenever they participate in any interaction with a company:
Students (girls and boys) must be properly kempt and wear neat business attire.

PUNCTUALITY & DISCIPLINE:

1. Latecomers for Aptitude Test/GD/ Interview will not be allowed to appear for the selection process.
2. Students should maintain discipline and show ethical behavior in every action they take during the placement process. Any student found violating the discipline rules set by the company or defaming the Institute's name will be disallowed from the placements for the rest of the academic year.
3. Students found cheating or misbehaving or violating placement policy in the selection process (Test / GD / Interview) will be disqualified from the placements for the rest of the academic year. Offers will be canceled for the selected students, who default the above discipline.

PRE PLACEMENT /OFF- CAMPUS OFFERS:

1. The students must inform the CDC office immediately once they receive the Pre-Placement Offer (PPO)/ Off-Campus Offer.
2. Once a student accepts a PPO/Off-Campus Offer, he/she shall be de-registered from placement.
3. The students' acceptance letter of the PPO offer should be only through the CDC office.

Additional Points to Note:

1. There may be Pre-Placement Talks (PPTs)/Tests on short notices due to unavoidable circumstances since the companies sometimes come up with a short deadline. Students have to be prepared for such situations. Always keep ready at least three sets of resumes & four copies of the photograph. Do not forget to bring institute ID-card at the time of the written test.
2. Be ready with all certificates (in original & duplicates) for the curricular and extracurricular activities as mentioned in the CVs.
3. Keep checking for emails from CDC and the announcements on the placement portal for the schedule for PPTs/Tests/Interviews and other important information. The venue of PPTs/Written Tests/interviews will be notified to students through above-mentioned sources. It is advised that the students frequently check the portal as well as their email during the placement season.

4. Requests for providing printouts & photocopies from the institute during placement processes will not be entertained as they cause disruption to regular activities.
5. Students have to maintain a cordial relationship with the recruiters. Treat recruiters as our guests and any altercation can leave a negative impact.
6. Students should not contact the HR personnel of companies directly. All communication with the company should be through the Branch Coordinators or the CDC. Strict action would be taken against any student found contacting the HR without the knowledge of the CDC.

PRE-PLACEMENT POLICY

AIMS Centre for Student Development (ACSD) enables the students of AIMS to bridge the gap between the Academia and Corporate world. Feedback from industry is collected and the feed back used to design Pre-Placement Training Programs. This important activity is vital to enable the students to achieve desired career objectives

The various components of the Pre-Placement Training Programs include modules on Current Affairs, General Aptitude, Technical Aptitude, Presentation Skills, Group Discussion Skills, Debate Skills, Interviews Skills & Mock Interviews, Industrial Analytics Workshops, etc. Training is also proposed based on the modern techniques of psychometric testing to give scientific career counseling to students to equip them to grab the opportunities available.

Company-specific orientation is conducted for students prior to all the placement drives organized by the institution. A special orientation program is also conducted before all the International Tours & Visits organized by AIMS and this has resulted in international placement offers for some of our students.

PLACEMENT POLICY

CAMPUS RECRUITMENT PROCESS

Requirements of a company are received by C&PR for campus recruitment. The same is formulized by initiating a meeting of the recruitment committee. The committee approves the campus placement and a circular is sent to department heads and students about the recruitment. The department shortlists the candidates and send the same to the C&PR. The list of students will be forwarded to the corporate and displayed on the AIMS Placement notice board.

OFF CAMPUS RECRUITMENT

The C&PR will shortlist the students from the database matching the company requirements and sends the list to Directors of the departments for approval. The list is displayed on the AIMS Placement display board and the same is sent to the corporate for further action.

PLACEMENT POLICIES

- Companies are expected to give a Pre-Placement Talk [PPT] laying out the details of the company and the offer before the process. In case there is no PPT by the company, then the C & PR department would give a PPT.
- Once the student appears for the process, the student cannot reject the offer made by the company
- In case if a company has a specific requirement / request, the recruitment committee has all the rights to nominate a set / individual student(s) and it is mandatory that student/s has to attend the interview. In case selected and an offer is made, then student is free to decide about the same
- Each student shall be eligible for only one offer. Till a confirmed offer letter is accepted by the student offered by the company
- A company is free to make their choice of students irrespective of their specialization
- Preferably, Pre-Placement Offer to summer trainees are to be made much before Day 1 and the student must decide on the offer within 24 hours of getting the offer
- If the Pre-Placement Offer is accepted, the student will have to opt out of the institute placement process. However, a student with pending Pre-Placement Interview Offer is eligible to participate in the placement process
- Any student who does not clear the Group Discussion stage for 10 companies or the Personal Interview stage for 5 companies shall not be allowed to appear for the placement till the whole batch is placed
- The Director – C&PR shall decide on slots for companies. No company will be allowed to make offers before the slotted day and time
- If, for any reason, a company wants to conduct its process before the slotted day and time they are free to do so but they shall make the final offer on the day the company is slotted
- Companies offering international placements, paying in a currency other than the rupee are allowed to make spot offers to students, selecting them as consultants
- However, the companies coming before their assigned day and time cannot make spot offers

- In case a student who is placed through the institute placement process takes up private placement as well in another company, the Director, in consultation with the companies concerned, shall nullify both the offers
- The appointment letter(s) will be in the custody of the Director and will be handed over to the student only at the convocation, after he/she has been deemed to have cleared the entire course and also after he / she has no dues towards the institute. In case the student does not pass the course, the appointment letter shall be withheld. However, the company is free to recruit the student
- All correspondence to and from the company will be routed through the Corporate & Public Relations cell only
- After the convocation, unless the company brings any breach of commitment on the part of the student to the notice of the Corporate & Public Relations cell, AIMS's responsibility ceases
- **Ineligible from the placement activity.** Students will be considered ineligible for placement activities if any of the below mentioned is true:
 - If students have not cleared the tuition fee dues
 - Students who have less than 80% attendance
 - Students who fail to achieve 100% attendance target in pre placement training
 - Student registers to attend a company's interview and on the day of interview doesn't turn up
 - Student attends 5 interviews of his choice and still fails to get the offer
 - If there is a misbehavior / indiscipline on the part of the student during the interview process
- Ineligible student will be placed only after all the students are placed. Debarred students will be considered for placement again based on their improved performance and meeting the other criteria's as approved by the recruitment committee.
- Institute can stop a student from attending the interviews if they have dues of more than one semester. Institute has every right to allow a student to attend the interview if there is a genuine case with substantial evidence
- Recruitment committee members :
 - Principal and Chief Executive Officer

- Chief Operations Officer
- Director – C&PR
- Programme Director – MBA
- Programme Director - MCOM
- Program Manager - MCA
- Programme Director – MTA / BHM
- Program Manager – MSW

Induction Introduction

- Induction is the process of introducing a new employee to the company culture and processes with the aim of bringing them up to speed as quickly as possible as well as making them feel socially comfortable and aware of their professional responsibilities. Companies will typically have an induction programme in place and follow the same processes for all new hires, although the induction process is may vary depending on the industry, the job role and the seniority of the new hire.
- Induction is technically synonymous to onboarding, although onboarding is typically the term used when describing a more complex process with a greater emphasis on the social side. Inductions are also likely to be time-limited, such as a week or two, whereas onboarding is commonly seen as a long-term, logical process to integrate a new hire with an organisation's values.
- Induction is the process of welcoming, introducing and socializing the new entrants to the existing group of people. It is also called orientation programme. It is done to make the new employees feel welcome at the new workplace and with his senior employees.
- Induction is a technique by which a new employee is rehabilitated into his surroundings and introduced to the practices, policies and purposes of the organisation.
- Large organizations do give formal orientation to its employees. It is a well-structured and systematic orientation programme. An informal orientation is given in small organizations by the supervisors.

- Orientation programmes help the new employees to learn the organizational values, beliefs, norms and systems. Eventually, the new entrants fully integrate with the organization and attain job satisfaction, higher productivity and continue to serve the organization for a long time.
- According to Edwin B. Flippo, “Induction is the welcoming process to make the new employee feel at home and generate in him a feeling of belongingness to the organization.”

Induction Meaning

Induction is the process of welcoming, introducing and socializing the new entrants to the existing group of people. It is also called orientation programme. It is done to make the new employees feel welcome at the new workplace and with his senior employees. It helps overcome a ‘reality shock’. Reality shock is experienced by the new employees when there is a gap between his/her expectations and the real situation. It facilitates interaction amongst employees and helps them to get to know each other and develop a better inter personal relationship and rapport with colleagues.

Induction is a technique by which a new employee is rehabilitated into his surroundings and introduced to the practices, policies and purposes of the organisation. In other words, it is a welcoming process — the idea is to welcome a newcomer, make him feel at home and generate in him a feeling that his own job, however small, is meaningful and has a significance as a part of the total organisation.

1. Create the Best Impression:

The first impression is the ever-lasting impression, it is said. Likewise, in the professional domain too, companies have to put in additional efforts to make the new joinees feel special yet at home.

The first in-depth point of interaction between the employer and the employee is the induction programme, which provides the employees with a taste of the company’s flavour. This has to be a carefully designed and measured programme, which has considerably changed from the days of ‘know-the-company’ form of presentation slides.

2. Give the Magic Touch:

Giving a human touch and weaving in other elements like team building and communication skills is the new-day mantra, which will polish employees to assimilate well into the company has also giving the organisation an overview on the employee's nature/behaviour.

Every individual knows about the company he is opting for, so the induction programme should go far beyond the obvious. The company should ensure that the transition process between the earlier company and the new one is smooth and unhindered.

Induction Definition

Different management scholars have defined induction differently from time to time.

Armstrong has defined induction as, “a process of receiving and welcoming an employee when he first joins a company and giving him the basic information he needs to settle down quickly and start work.”

According to Edwin B. Flippo, “Induction is the welcoming process to make the new employee feel at home and generate in him a feeling of belongingness to the organization.”

According to R.P. Billimoria, “Induction is a technique by which a new employee is rehabilitated into the changed surroundings and introduced to the practices, policies and purposes of the organization”.

Michael Armstrong defined induction as “the process of receiving and welcoming an employee when the former joins a company and giving him/her basic information needed to settle down quickly and happily and start work”.

K. Aswathappa defined orientation as “a systematic and planned introduction of employees to their jobs, their co-workers and the organization. It is also called induction”.

Induction is a technique that facilitates rehabilitation of new employees into the new environment, and introduces them to the organizational objectives, policies and practices. Orientation may be formal or informal. Large organizations do give formal orientation to its employees. It is a well-structured and systematic orientation programme. An informal orientation is given in small organizations by the supervisors. Orientation programmes help the new employees to learn the organizational values, beliefs, norms and systems. Eventually, the new entrants fully integrate with the organization and attain job satisfaction, higher productivity and continue to serve the organization for a long time.

Contents of Induction:

i. General information

- The organizational values, beliefs, norms and systems, safety measures, grievance procedures, standing orders, suggestion schemes, facilities such as canteen, restrooms, vehicle parking space, etc.

ii. Organizational information

- This includes the vision, mission and history of the organization, management, company policies and rules, organization structure, infrastructural facilities, probationary period, product line, employee discipline, safety and health measures, etc.

iii. Departmental information

- The head of the department, production process, supervisors, trainers, colleagues, employee counsellor, etc.

iv. Personal information

- Nature of job, scale of pay, working hours, training and development programmes, promotion, transfer, rest breaks, insurance and welfare benefits, separation, etc.

Important Objectives:

1. Reduce Stress and Anxiety:

When a newcomer joins an organisation, he is a stranger to the people, workplace and work environment. He may feel insecure, shy and nervous. The first few days may be anxious and disturbing ones for him. He may have anxiety caused by not following the usual practices prevalent in the organisation, or the ‘haphazard procedures, and lack of information.

These may develop discouragement, disillusionment or defensive behaviour. Induction leads to reduction of such anxieties; dispels the irrational fears of present employees and hold colleagues responsible for assisting the newcomer so that he may feel confident.

2. Avoid Reality Shock:

There is another reason for effective induction. It helps minimize what might be called the reality shock some new employees undergo. This reality shock is caused by the incompatibility between what the employees expect in their new jobs and the realities they are confronted with.

The newcomer may expect:

- a. Opportunities for advancement;
- b. Social status and prestige — (i) the feeling of doing something important,

- (ii) the recognition of this by others and
- (iii) responsibility;
- c. Opportunities to use special aptitudes and educational background;
- d. Challenge and adventure;
- e. Opportunity to be creative and original, and
- f. Lucrative salary.

But when these expectations are often not fulfilled and, therefore, result in frustrating experiences for new employees, experiences of which include jobs with low initial challenge, inadequate feedback and inadequate performance appraisals. This result is “reality shock.”

Orientation can help overcome this problem by providing for more realistic expectations on the part of new employees and more understanding on the part of the supervisors.

3. Put the New Recruit at Ease:

Finally, the purpose of induction is to introduce the new employee and the organisation to each other, to help them become acquainted, and to help them accommodate each other. The newcomer is explained what is expected of him and for this, he is explained the rules, regulations, policies and procedures that directly affect him.

He is made aware of how his job fits into the overall operation of the organisation, his own duties and responsibilities, and to whom he should look for when he has any problem.

Elements of Induction:

The rationale for induction is to ensure the effective integration of staff into or across the organization for their mutual benefit. Research has shown that tailor-made induction programmes help increase staff retention.

A well designed induction contains the following elements:

i. Orientation (physical)

– This describes the facilities available in a company and their location. A few examples of the facilities are recreation room, welfare bureau, cooperative society, medical dispensary, etc.

ii. Orientation (organizational)

– This shows how an employee fits into the team and how his role fits with the organization's strategies and goals. A new recruit must know his/her role, the teams to which he/she is likely to be assigned, ways of improving performance learning opportunities, be aware of the career advancement system, etc.

iii. Health and safety information

– Certain job profiles need information about possible health hazards and occupational safety. Employees are often required to work in an environment having toxic smells, high sound levels, dust, or other factors that may lead to health hazards. These employees must be informed about such issues prior to the commencement of their work. This is a legal requirement and hence, is obligatory for every company.

iv. Explanation of terms and conditions

– This refers to the terms stated in the offer or appointment letter. The induction faculty members should explain these terms and conditions lucidly using examples to the employees.

v. Details about the organization

– Details of the organization's history, products and services, culture, and values must be provided to the employee. This information not only helps an employee understand the organization well, but also gives him a feeling of pride.

vi. Job outline and role requirements

– One should know one's job and its importance, intricacy, and qualitative requirements. Moreover, it is very important for one to have clarity about his/her role.

Both full-time and part-time staff need an induction programme. Companies should have tailor-made programmes ready for groups with specific needs. It is wise for every company to make its new recruits or even the existing ones, go through it once in a while.

Induction Steps:

An organisation has no obligation to make integration of the individual into the organisation as smooth and anxiety-free as possible. Whether that is achieved through a formal or informal placement orientation programme depends on the size of the organisation and the complexity of the individual's new environment.

Many organisations develop formal orientation programmes. These might include a tour of the offices or plant, a talk about the history of the organisation, and short discussion with a representative of the Personnel Department who will describe the organisation's benefit plans.

Other organisations may utilise an informal orientation programme which might include being assigned to another senior employee who will not only introduce the new worker to other workers but show him other things too.

There is no model induction procedure. Each industry develops its own procedures as per its needs.

The procedure should basically follow these steps:

- a. First, the new person needs time and a place to report to work.
- b. Second, it is very important that the supervisor or the immediate boss meet and welcome the employee to the organisation.
- c. Third, administrative work should be completed. Such items as vacations, probationary period, medical absences, and suggestion systems should be covered.
- d. Fourth, the departmental orientation can be conducted. This should include a get — acquainted talk, introduction to the department, explanation of the functions of the department, and job instruction and to whom he should look for help when he has any problem.
- e. Fifth, verbal explanations are supplemented by a wide variety of printed material, employee hand books, flyers, employee manuals, house journals, picture stories, comics and cartoons, pamphlets, etc. along with short-guided tour around the plant.

Orientation programmes usually cover things like employee compensation benefits, personnel policies, the employee's daily routine, company organisation and operations, and safety measures and regulations.

The new employee's supervisor is often given an orientation checklist, personnel policies, the employee's daily routine, company organisation and operations, and safety

measures and regulations. This helps to ensure that the supervisor has covered all of the necessary orientation.

Induction – 3 Typical Methods

There are no set methods or procedures to be followed for induction. Different formal and informal methods can be used according to the outlook of the organisation. Generally, informal methods are used by small firms and big business houses adopt formal methods of induction. Duration of induction may vary from weeks to months.

A typical induction may consist of following methods:

1. General Guidance by Human Resource (HR) Department:

General induction is about organisation. This first phase of induction is carried out by HR Department. Some general guidelines which are common for all employees are given in this phase.

Contents covered in this phase are:

- i. Origin of company, vision and mission.
- ii. Operations of the firm.
- iii. Information regarding reporting time, overtime, uniform, disciplinary rules, etc.
- iv. Employee service details e.g., pension plans, criteria for promotion, safety rules, etc.

It is better to take some time for giving guidance about all these aspects rather than telling everything in one day because that may lead to information overload.

2. Specific Induction by Supervisor:

Specific induction is about job and work environment. This second phase of induction is conducted by job supervisor. Different supervisors provide induction to different employees; it is not common for all.

Contents covered in this phase are:

- i. Knowledge about department and work place.
- ii. Introduction to peers.
- iii. Information about location of canteen, washrooms, time clock, attendance place, etc.
- iv. Timing of entry, exit, lunch period and rest intervals,

3. Follow Up Induction:

This induction may be conducted by supervisor or HR department. Its purpose is to check whether employee is satisfied or not. In follow up induction, employees' feelings about job, peers and work are tried to be known. His suggestions for changes in induction programme or for any other change are invited. This information may be helpful for improving induction programme and to evaluate the strong & weak points of employee.

In this way, induction programmes may be carried out by organisations, however the content matter of programme will vary with the organisations. Follow up induction must be conducted to assess whether the employee has been able to adjust to work environment or not. It also helps to ascertain his satisfaction level. Through follow up, the misunderstandings can be clarified.

Importance of induction:

1. To Acquaint the New Employee about the Details of the Company:

In induction detail information regarding the company since its history up to the latest developments in it is to be given to the new comers therefore, from the very first day he feels proud of the company in which he is working.

2. Building Confidence among the New Employees:

The new comers are totally unaware about the company, his job, nature of it, people with whom he has to work. He is very shy and has fear about the company. He may have lot of doubts and suspicion in his mind regarding working environment, about his own adjustment in it, about companies policies etc.

An effective induction programme definitely helps the new employee by giving factual information about the company and helps him how to adjust with the new, unknown environment and the people and builds confidence amongst them.

3. Provides Information Regarding Rules, Regulation, Procedures Practices etc.:

Another important aspect of induction is to provide the information regarding companies rules regulation, policies, product, services practices companies further prospect etc. Therefore new employees are aware about all this and feel comfortable and confident.

4. Acquainted with the Terms and Conditions of Employment:

The induction programme is important from the new employees point of view because this programme gives the information regarding the terms of employment/jobs working conditions, remuneration facilities, amenities social security measures promotional opportunities, rules regarding transfer, code of discipline, uniform code, organizational discipline, leaves, holidays, working hours, shift system etc. all this information is very important for the new employees.

5. Developing Team Spirit, Honest Involvement etc. among the New Employees:

Induction programme is very important for inculcating team work, team spirit, honest involvement in work, hard work, positive and co-operative attitude towards the work. Working as a responsible worker sense of oneness togetherness all such feeling help the new employee to adjust himself with the job and new working environment and can later on enjoy the job satisfaction and builds high morale.

6. Company Goals/Targets can Achieve Timely:

Induction programme achieved can directly or indirectly helps in achieving goals, targets on time and the organization to run smoothly, effectively, efficiently and profitably.

7. Self Dependent:

Induction programme gives every information about the company to the new employees, therefore they can work independently without much dependence on their superior or immediate superior. Induction is the basis of democratic management style and practice.

8. Potential Talents can be Used for Company Purpose:

Due to the induction, the activities of the new employee would go in right direction. They will be positive towards the work and the company therefore they have decided to use his entire potential talent, creativity, quality, their expertise, their knowledge information etc. only for the company in which he is working. And the business organization is benefited by this can earn good profit.

Induction Programmes:

Induction procedure and programmes, whether formal or informal, facilitate new employee adjustment and they, are a part of the total process of organizational assimilation. An

organization is interested in having a smooth and anxiety-free integration of the individual into the organization.

Many organizations develop formal orientation programmes which may be spread over periods of time ranging from a day or two to few weeks or even months. Much will depend on the size and resources of the organization. Larger organizations may have a formal programme on the first day of work with talks, films, etc.

Many organizations benefit from extending this initial activity with less formal induction at the place of work. Some organizations use an informal orientation programme and assign the new employee to another senior employee for smooth induction.

There is no model induction procedure and programme. Each organization develops its own procedures and programmes as per its needs.

However, a typical induction programme and orientation programme should cover a variety of subjects. Firstly, the employee will want to know something of the organization itself, its structure, philosophy and the main aspects of its business. Secondly, he will be concerned with those things that affect him immediately like the conditions of employment and facilities available.

Information on rules and procedures, safety precautions, payment systems and first-aid or medical arrangements is important. The general layout of the offices should be explained and special mention should be made of essentials such as toilets and catering services. In order to give a clear picture, a conducted tour of relevant sections serves better. Those with certain functions should be identified by name or by introduction for instance, the librarian, or salaries clerk and the employee should be introduced to those with whom he will be working.

Work itself is again an important aspect and so are the organization standards as to performance of duties, attendance and punctuality, behaviour etc. Other important matters are grievance procedure, discipline handling, recreation services, suggestion schemes etc.

“Indoctrination” refers to the guided adjustment of a new employee to the organization and its work environment. Employee indoctrination involves the process of recognizing one’s position in relationship to other persons, positions, departments, and factors within the environment. Induction and orientation are other related terms used to describe this employment sub function. Although these three – induction, orientation and indoctrination are synonymous ideas, personnel practitioners may differentiate at times among these three concepts.

Indoctrination seeks to establish favourable employee attitudes towards the organization, its policies, and its personnel. Orientation procedures help to instill a feeling of belonging and acceptance that, in turn, help to generate enthusiasm and high morals.

By-products of a well-run indoctrination programme may be fewer rule violations, discharges, quits, grievances, and misunderstanding. However, dysfunctional aspects of indoctrination may also exist in the form of conformity, group thinking, and emphasis on peer loyalty instead of work achievement.

Induction needs are not limited to new recruits. An organization's existing employees who are promoted or transferred also need help to settle quickly in to their new jobs. Sometimes job changes involve greater need than recruits for adjusting to the new jobs.

An induction programme includes the following constituents:

(1) Determining the Objectives of the Induction Programme:

The first and foremost step in induction programme is to determine the objectives of it. These objectives must be specific, precise and clear cut.

(2) Determining the Schedule of the Induction Programme:

After determining the objective of the induction programme, the next step is to determine the schedule out of it. When it will start and when it will finish. The duration and timing of the induction has to be decided in advance.

(3) Determining the Venue of the Induction Programme:

Where the induction programme will take place has to be deciding in advance. Mostly the formal induction takes place at seminar or conference hall of the company where all the new employees assemble for it.

(4) Determining the Instructor of the Induction Programme:

For induction programme the instructor may be supervisor, line manager, job trainer, staff officer, senior manager or director. The selection of the instructor depends on the nature of the job, position of the new employee, type of information and instruction to be given.

(5) Determining the Subject Matter:

The subject matter or content in the heart of the induction. In a formal induction programme the following aspect are generally covered.

(a) Detail Information about the Organisation:

Since history of the company up to the latest position of the company, the entire information is given to the new comers for example, philosophy, operations of the company, its promoters, directors, its products or services, its markets, customers organization structure and hierarchy, plant layout of the organization etc.

(b) Companies Policies, Procedures and Practices:

Induction includes one of the important element is to give the information regarding the terms and conditions of employment, code of discipline, rules and regulations to be observed, grievance handling procedure, standards of work, dress or uniform code, timings of arrival and departure, leaves and holidays, about overtime work etc. The detail information regarding company policies, procedures and practices is given to the new comers by the instructor.

(c) Information about Job or Work:

An instructor has to give the job description including major task, duties, responsibilities, authority given, machine, tools required, and safety measures available. All these must be cleared to the new employees who ultimately resulted in smooth working of an organization.

(d) Detail Information about the Facilities and Amenities Available:

New comers are highly interested in what facilities such as transportation, residential accommodation rest room, drinking water facilities, washing room, sanitation, recreation facility, sports club, canteen etc. are provided to the employees along with this, what prerequisites, convenience, additional benefits or amenities are available to them they are very much interested in this also.

(e) To Provide Information Regarding Team Work:

In induction programme the new comers must be introduce to his immediate supervisor, his colleagues or co-workers, his subordinates etc. so that team work can be easily achieved. Employees are working in formal and informal groups which help them to generate team spirit in working environment.

(6) Determining and Preparing the List of Employees to be Inducted:

Another important component of the induction programme is preparing the list of employees to be inducted such as clerical staff, supervisory staff, technical employees, operative employees, non- operative employees managerial personnel etc. shall be clear even such new

employees have to be informed in advance so that they may also be prepared themselves for the induction programme.

Types of Induction Programme:

Induction programmes are generally classified as organizational induction, departmental induction, job induction, and human induction.

i. Organizational induction

– This is used when a new employee is oriented to the evolution of the organization, its vision, mission, goals, strategies, and setup. In addition, new recruits are also briefed about the history of the current state of the organization, its financial position, and accounting ratios.

ii. Departmental induction

– This is used when a new employee is oriented to the particular department where he/she has to work and the interdependencies of various departments, the suppliers, and the customers. In addition, they are told about related departments such as planning, store, quality control, and maintenance departments.

iii. Job induction

– The new recruits are oriented to the job or tasks they are supposed to perform. They should learn the duties, responsibilities, working conditions, criticality of the job, the function of the component in the assembly, quality parameters, inspection criteria, etc.

iv. Human induction

– The new recruits are introduced to all the personnel with whom they would have to interact frequently. In case of salespersons, they are introduced to customers. The major customers are invited to the organization when the new recruits are introduced.

It is also important to remember that in any induction programme, certain prerequisites are required for its effectiveness and continuous use. Unless these prerequisites are fulfilled, the induction may not be effective.

Requisites for Effective Induction Programme:

The following are the prerequisites for a successful induction programme:

i. Extending a Warm Welcome:

The new entrants should be received and made to feel very much required in the organization. This good feeling will integrate them with the existing productive group and make them responsible and loyal to the organization.

ii. Deciding on the Needed Information:

The new employees feel estranged to the organization. Before the start of the induction programme, the organizers should decide well in advance the important information the employees must know at present and in near future to make them feel comfortable. In course of induction they should be provided with all necessary information.

iii. Revealing the Relevant Information:

The new entrants are anxious to know relevant important information about the organization, their job, internal environments and so on. In a right mode and manner of communication to feel comfortable and at ease, all the necessary information should be revealed.

iv. The Resource Person:

The effectiveness of induction programme depends upon who conducts it. It is so because the subject knowledge, communicative skills, ability to make an impressive presentation, capacity to make use of other electrical and electronic gadgets in teaching learning process and the context in which it should be done all relies on the resource person.

v. Evolution:

Like any other teaching and learning programme, an induction programme should also be evaluated to find and check its impact and make necessary corrective actions.

Evaluation of Orientation Program:

A systematic orientation program should have an evaluation and follow-up. Evaluating the costs and benefits of the orientation program can follow several approaches. Trainees can be asked to evaluate the benefits of orientation by administering a questionnaire.

To measure how well the orientation program has met its objectives, the HR manager may use:

- a. Testing or questionnaires to check if factual material was being learned.
- b. The checklist
- c. Evaluation forms or opinions
- d. Discussions with immediate supervisors of newly oriented employees
- e. Formal or informal interviews during probationary periods or at the end of a month's employment.
- f. Exit or terminal interviews

Induction: Advantages and Barriers

An induction is not only beneficial to the employee but to the business organization also.

The following are the advantages of the induction:

(1) Well Informed New Employees:

An induction is a media or a channel of passing the entire information to the new employees, therefore they call as well informed employees. Well knowledgeable employees are the live asset of the organization. They are aware of all the information about the company.

(2) Best Communication Media:

An induction is a best face to face two way channel of communication. No doubts, suspension remains in the mind of new employees, their doubts, queries are cleared during this programme. This helps in establishing a rapport between the new employees and the company. All types of misunderstanding, confusion, doubts are removed by this programme.

(3) Building Team Work, Team Spirit:

Induction helps in building team work, team spirit both in formal and informal working groups which helps the company in long run.

(4) Well Integration:

Due to induction new employees can integrate into the existing working environment in a well manner and can develop a sense of honest involvement and belonging also. They work sincerely with positive attitude towards the work and organization.

(5) No Disputes and Grievances:

Well planned induction helps to minimize labour turnover, absenteeism, disputes, and grievances, amongst the employees. He is well versed about the company policies, plans targets objectives and their new employees.

(6) Management's Positive Attitude towards the Employees:

A formal induction programme also changes the attitude of the management looking towards their employees from negative to positive and start taking interest in their new employees. Its first impression about the company management may remain for a long time as a good image.

(7) Healthy Cordial Public Relation:

Once the new employees impressed by the organization through induction programme such employees are instrument in developing good public relation and enhancing a good image of the company. A Company can be successfully attracting this good successful employee in it. Induction enhances the good will and reputation of the company.

Barriers of Induction:

The main barriers in the successful conduct of induction programme of an organization are the following:

1. The supervisor who is in charge of the job of induction is not well trained or he is too bossy.
2. The new employee is overloaded with the forms to fill.
3. The new employee is overwhelmed with so much information in a short time.
4. The new employee is thrown into action so soon.
5. The new employee may develop wrong perceptions because of faulty process of induction.
6. The new employee may be asked to perform challenging tasks initially where chances of failure are high. This might discourage job involvement, interest and commitment.

UNIT III

Human Resource Development:

Training

- Meaning
- Need and Importance
- Objectives
- Types
- Steps in Training Programme
- Organisation of Training Programmes
- Methods of Training
- Concept of Management Development Programmes
- Essentials of Management Development Programmes.

Career Development:

- benefits –
- career problems.

Resource Human Development (HRD)

Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers.

Human Resource Development can be formal such as in classroom training, a college course, or an organizational planned change effort. Or, Human Resource Development can be informal as in employee coaching by a manager. Healthy organizations believe in Human Resource Development and cover all of these bases.

Training: Meaning

Training constitutes a basic concept in human resource development. It is concerned with developing a particular skill to a desired standard by instruction and practice. Training is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously. Training is the act of increasing the knowledge and skill of an employee for doing a particular job.

Definition of Training

Dale S. Beach defines training as ‘the organized procedure by which people learn knowledge and/or skill for a definite purpose’. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization.

According to Edwin Flippo, ‘training is the act of increasing the skills of an employee for doing a particular job’.

Need for Training

Every organization should provide training to all the employees irrespective of their qualifications and skills.

Specifically the need for training arises because of following reasons:

1. Environmental changes

Mechanization, computerization, and automation have resulted in many changes that require trained staff possessing enough skills. The organization should train the employees to enrich them with the latest technology and knowledge.

2. Organizational complexity

With modern inventions, technological up gradation, and diversification most of the organizations have become very complex. This has aggravated the problems of coordination. So, in order to cope up with the complexities, training has become mandatory.

3. Human relations

Every management has to maintain very good human relations, and this has made training as one of the basic conditions to deal with human problems.

4. To match employee specifications with the job requirements and organizational

An employee's specification may not exactly suit to the requirements of the job and the organization, irrespective of past experience and skills. There is always a gap between an employee's present specifications and the organization's requirements. For filling this gap training is required.

5. Change in the job assignment

Training is also necessary when the existing employee is promoted to the higher level or transferred to another department. Training is also required to equip the old employees with new techniques and technologies.

Importance of Training

Training of employees and managers are absolutely essential in this changing environment. It is an important activity of HRD which helps in improving the competency of employees. Training gives a lot of benefits to the employees such as improvement in efficiency and effectiveness, development of self confidence and assists everyone in self management.

The stability and progress of the organization always depends on the training imparted to the employees. Training becomes mandatory under each and every step of expansion and diversification. Only training can improve the quality and reduce the wastages to the minimum. Training and development is also very essential to adapt according to changing environment.

Types of Training

Various types of training can be given to the employees such as induction training, refresher training, on the job training, vestibule training, and training for promotions.

1. Induction training

Also known as orientation training given for the new recruits in order to make them familiarize with the internal environment of an organization. It helps the employees to understand the procedures, code of conduct, policies existing in that organization.

2. Job instruction training

This training provides an overview about the job and experienced trainers demonstrates the entire job. Additional training is offered to employees after evaluating their performance if necessary.

3. Vestibule training

It is the training on actual work to be done by an employee but conducted away from the work place.

4. Refresher training

This type of training is offered in order to incorporate the latest development in a particular field. This training is imparted to upgrade the skills of employees. This training can also be used for promoting an employee.

5. Apprenticeship training

Apprentice is a worker who spends a prescribed period of time under supervisor.



The general objectives of training are as follows:

1. To Increase Productivity of Employees

Training helps in developing the capacities and capabilities of the employees-both new and old, by upgrading their skills and knowledge so that the organization could gainfully avail their services for higher grade professional, technical, sales or production positions from within the organization. In case of new employees, training aims to provide them with basic knowledge and skill they need for an intelligent performance of their specific tasks.

2. To Remain Competitive in the Market

To tackle the immensely growing competition in the target market, it is important for an employer to increase the productivity of its workers while reducing the cost of production of the products. Training, therefore, aims to bring about efficiency and effectiveness in an organization to enable it to remain competitive in a highly competitive market situation and for the achievement of organizational goals.

3. To Change Attitude of the Workers

Training not only provides new knowledge and job skills to employees, but also brings about a change in their attitude towards fellow workers, supervisor and the organization. It increases job satisfaction among employees and keeps them motivated. It gives them security at the workplace and as a result, labour turnover and absenteeism rates are reduced. It also develops in them self-consciousness and a greater awareness to recognize their responsibilities and contribute their very best to the organization.

4. To Enable Workers to Adapt Quickly to Changes

Technology is changing at a fast pace. Technological changes like automation and development of highly mechanized and computer oriented systems, threaten the survival of dynamic companies by creating new problems, new methods, new procedures, new equipment's, new jobs, new skills and knowledge, new product and services etc.

In such a situation, the employees may find themselves helpless to adapt to the changes and may feel frustrated and compelled to leave their jobs. Thus, training acts as a continuous process to update the employees in the new methods and procedures and make them efficient in handling advanced technology.

5. To Mitigate the Risk of Accidents

Trained workers can handle the machines safely. They also know the use of various safety devices in the factory. Thus, they are less prone to industrial accidents.

6. To Reduce Wastage of Time and Resources

Training aims at making employees efficient in handling materials, machines and equipment and thus to avoid wastage of time and resources. It also helps in imparting new skills among the workers systematically so that they may learn quickly. If the workers learn through trial and error, they will take a longer time and even then, may not be able to learn right methods of doing work.

7. To Provide Growth Opportunities to Existing Employees

Sometimes, it may not be possible for the management to fill in higher work positions from outside. Under such conditions, the apprenticeship programmes aiming at improving the skills of the present employees come to the aid of the company by make available their requirements of the personnel from within the organization. This reduces the need for recruiting people from outside and also improves the morale of the existing employees.

8. To Make the Management Effective

One of the primary objectives of training and development process is to give rise to a new and improved management which is capable of handling the planning and control without any serious problem. Knowledge and experience gathered through training enables them to handle the tough situations and confusing realities, thus opening the way for bigger and better opportunities for business. It can also be used for strengthening values, building teams, improving inter- group's relations and quality of work life.

Steps in Training Process/Phases of Training

- Decide If Training is Needed.
- Determine What Type of Training is Needed.

Steps in Training Process



Identifying Goals and Objectives.

Implementing Training.

Evaluation of the Training Program.

Step 1: Decide If Training is Needed

To compete effectively, firms must keep their employees well trained. The first step in the training process is a basic one, to determine whether a

problem can be solved by training.

The first step in the training process is to determine Training needs. The overall purpose of the assessment phase is to determine if training is needed and, if so, to provide the information required to design the training program.

Training is conducted for one or more of these reasons:

- required legally or by order or regulation,
- to improve job skills or move into a different position,
- for an organization to remain competitive and profitable.

If employees are not performing their jobs properly, it is often assumed that training will bring them up to standard. This may not always be the case. Ideally, training should be provided before problems or accidents occur and should be maintained as part of quality control.

The assessment consists of three levels of analysis: organizational, task, and person.

1. Organizational Analysis

It examines the kinds of problems that an organization is experiencing and where they are located within an organization.

2. Task/Operational Analysis

An operational analysis identifies the kinds of skills and behaviors required of the incumbents for a given job and the standards of performance that must be met.

3. Personnel Analysis

The objective of the personnel analysis is to examine how well individual employees are performing their jobs.

Training should be given to those who need it. Assigning all employees to a training program, regardless of their skill levels, is a waste of organizational resources and creates an unpleasant situation for employees who do not need training. The training objectives must be clarified, related to the areas identified in the task analysis, and should be challenging, precise, achievable, and understood by all.

Step 2: Determine What Type of Training is Needed

The employees themselves can provide valuable information on the training they need. They know what they need/want to make them better at their jobs. Just ask them!

Also, regulatory considerations may require certain training in certain industries and/or job classifications.

Once the kind of training needed has been determined, it is equally important to determine what kind of training is not needed.

Training should focus on those steps on which improved performance is needed. This avoids unnecessary time lost and focuses the training to meet the needs of the employees.

Step 3: Identifying Goals and Objectives

Once the employees' training needs have been identified, employers can then prepare for the training.

Clearly stated training objectives would help employers communicate what they want their employees to do better or stop doing!

Learning objectives do not necessarily have to be written, but they should be clear and thought out before the training begins for the training to be as successful as possible.

Step 4: Implementing Training

Professionals should conduct training with knowledge and expertise in the given subject area.

Nothing is worse than being in a classroom with an instructor who does not know what they are supposed to be teaching! Use in-house, experienced talent, or an outside professional best option.

The training should be presented so that its organization and meaning are clear to employees. An effective training program allows employees to participate in the training process and practice their skills and/or knowledge.

Employees should be encouraged to become involved in the training process by participating in discussions, asking questions, contributing their knowledge and expertise, learning through hands-on experiences, and even through role-playing exercises.

Actually, for making the training program effective, the targeted group of employees and the use of methods such as On-the-job or Off-the-job training should select first. The capacity and knowledge of trainers and their acceptance by the participants are of secondary importance.

1. On the job

Training is administered at the actual work site using the actual work equipment

2. Off the job

Training is administered away from the actual work site. It may be any prominent hall room or auditorium, but the required training environment equipment and materials should be available or arranged.

The training program that results from the assessment should directly respond to an organizational problem or need. Approaches vary by location, presentation, and type.

Step 5: Evaluation of the Training Program

One way to make sure that the training program is accomplishing its goals is by evaluating the training by both the trainees and the instructors Training

Steps for Conducting Training Programmes in an Organisation

Steps for conducting training programmes in an organization are :

- (i) Preparation of the learner
- (ii) Identification of training needs
- (iii) Who is to be trained?
- (iv) Imparting knowledge
- (v) Performance try-out
- (vi) Follow-up.

(i) Preparation of the learner

The trainees should ensure that the trainees do not become nervous during the training period. The trainees should be educated about the importance of training and its relationship with the work flow.

The trainees should also be made familiar with the equipment, machinery, tools and other items with which to work. In sum, the trainees should be explained 'why' of each job and especially the job he is going to perform. The trainer should inculcate interest in the trainees to learn perfectly so that they perform effectively on their jobs.

(ii) Identification of training needs

Identification of training needs require organisational analysis, operational analysis, and man analysis. Organisational analysis is concerned with the determination of enterprise goals, allocation of resources, and establishing the framework within which training programme is to be carried out.

Operations analysis is concerned with the job an employee is doing or is supposed to do. Man analysis deals with the review of knowledge, attitudes, and skills of the incumbent and decide the alterations in the behaviours of the incumbent in order to perform the job effectively.

According to William Berliner and William Mc Larney, while discovering the training needs the following tasks are to be performed.

(a) List the duties and responsibilities or tasks of the job under consideration (Job Description can be used here).

(b) List the standards of work performance on the job.

(c) Compare the actual performance against the standards.

(d) Determine the areas of the job where employee is struggling to perform effectively.

(e) Determine what kind of training is to be given to the employee to overcome difficulties in performing the given task or job.

(iii) Who is to be trained

The second important step in developing an effective training programme is to decide the employees who are to be trained. These include the supervisory staff, the newcomer, old employee, or all of these.

(iv) Imparting knowledge

Disseminating information and imparting the methods of performing jobs is the core of training programmer. The trainer should clearly tell, show, explain, illustrate and question in order to put over the new knowledge and operations concerning the job.

The trainee should be told the sequence of performing a given task, and why each step in the performance of the job is necessary. The trainer should give the instructions to trainees clearly, unambiguously, and completely. The trainer should ask questions to check whether the trainee understands what they taught and encourage the trainee to clear doubts, if any.

(v) Performance try-out

To know the effectiveness of training all the trainees are tested. Testing is done by:

(a) Conducting oral or written tests to the trainees to ascertain how far they have learnt the principles and techniques of performing the job.

(b) Conducting structured interviews about the job.

(c) Asking the trainees to do the job to ascertain their performance.

(d) Studying the profiles and charts of carrier development of the participating trainees and related assignment techniques.

(e) Eliciting the opinion of the top management about the trainees' job performance.

(vi) Follow-up

A final step in the training programmer is the follow-up. In the connection it is necessary to remember that “if the learner has not learnt, the teacher has not taught.” The trainees should be informed about their performance so that they can improve upon it in future. Providing feedback encourages the trainees to perform better because they will be able to identify the crucial areas where they are lacking; to know their weak spots and their strong points in performing the given task. After knowing the limitations it becomes very easy for the trainees to remove them and become successful on their jobs.

Methods of Training

Training method refers to a way or technique for improving the knowledge and skills of an employee for doing assigned jobs perfectly.

The organization has to consider the nature of the job, size of the organization & workers, types of workers, and cost for selecting a training method.

There are different types of Training methods.

1. On-the-job training or internal training
2. Off-the-job training or external training

The classification of the different types of Training method is shown following chart and explained below;

On-the-job training or internal training

These methods are generally applied in the workplace while employees are working.

This form helps develop the occupational skills necessary to manage an organization and fully understand its products and services and how they are designed and carried out.

Apprenticeship programs

People seeking to enter the skilled trades to become, for example, plumbers, electricians, Ironworkers are often required to undergo apprenticeship training before they are accepted to journeyman status.

Typically this apprenticeship period is from two to five years. During this period, the trainee is paid less than a qualified worker.

Ad by Valueimpression

These programs put the trainee under the guidance of a master worker.

Job instruction training (JIT)

JIT consists of four basic steps;

1. preparing the trainees by telling them about the job and overcoming their uncertainties;
2. presenting the instruction, clearly giving essential information;
3. having the trainees try out the job to demonstrate their understanding; and
4. On their own, placing the workers into the job with a designated resource person is ready to provide the required assistance.

Planned progression

It is a technique that gives employees a clear idea of their path of development. They know where they stand and where they are going.

They must know the requirements for advancement and the means of achieving it.

Job rotation

It involves periodically moving people from one job to another.

The purpose of job rotation is to broaden the knowledge of managers or potential managers. It also increases their experiences. Trainees learn about the different enterprise functions by rotating into different positions.

They may rotate through;

1. non- supervisory work
2. observation assignments,
3. various managerial training positions,
4. middle - level assistant positions

Such movement prevents stagnation.

Other reasons for rotating people include compensating for a labor shortage, safety, and preventing fatigue.

Creation of assistant – to positions

Assistant-to positions are frequently created to broaden the viewpoints of trainees by allowing them to work closely with experienced managers who can give special attention to the development needs of trainees. Managers can provide selected assignments to test the judgment of trainees.

This approach can be efficient when superiors are also qualified trainers who can guide and develop trainees until they are ready to assume full responsibilities as managers.

Temporary promotions

Individuals are frequently appointed as acting managers when, for example, the permanent manager is on vacation, is ill, or is making an extended business trip, or even when a position is vacant.

When the acting manager makes decisions and assumes full responsibility, the experience can be valuable. In this way, managerial people can be trained up well.

Committees and junior boards

These give trainees opportunities to interact with experienced managers.

The trainees become acquainted with a variety of issues that concern the whole organization. They learn about the relationships among different departments and the problems created by the interaction of these organizational units.

Trainees may submit reports and proposals to the committee or the board and demonstrate their analytical and conceptual abilities.

Coaching

On-the-job training is a never-ending process.

An excellent example of on-the-job training is athletic coaching. To be effective, which is the responsibility of every line manager, must be done in a climate of confidence and trust between the superior and the trainees.

Patience and wisdom are required of superiors who must delegate authority and recognize and praise for jobs well done.

Effective coaching will develop the strengths and potentials of subordinates and help them overcome their weakness.

Coaching requires time, but if done well, it will save time and money and will prevent costly mistakes by subordinates; thus, in the long run, it will benefit all – the superior, the subordinates, and the enterprise.

Off-the-job training or external training

Off-the-job training is sometimes necessary to get people away from the work environment to a place where the frustrations and buzz of work are eliminated.

Training is generally given in the form of lectures, discussions, case studies, and demonstrations. This enables the trainee to study theoretical information or be exposed to new and innovative ideas.

Advantages of Off-the-Job Training

Off-the-job training has the following advantages :

1. It does not disrupt the normal operation.
2. Trainers are usually experienced enough to train,
3. It is systematically organized,
4. Efficiently created programs may add a lot of value.

Disadvantages of Off-the-Job Training

It is claimed that off-the-job training faces the following limitations:

1. It is not directly in the context of the job,
2. It is often formal,
3. It may not be based on experience,
4. It is expensive,
5. Trainees may not be much motivated,
6. It is artificial in nature.

Lectures

The lecture is one of the oldest forms of training, second to demonstrate. In the early days, knowledge was transferred through demonstrations.

The lecture may be printed or oral. It is best used to understand a topic or influence attitudes through education or training about a topic.

The lecture is merely telling someone about something. There are variations of a lecture format.

Straight lecture

It is an extensive presentation of information, which the trainee attempts to absorb. The lecture is typically thought of as a person (trainer) speaking to a group about a topic.

It is a short version of a lecture. It has the same features as the lecture but usually lasts less than twenty minutes if done orally.

During a straight lecture, the trainee does little except listen, observe and perhaps take notes. It is useful when a large number of people must be given a specified set of information. The oral lecture should not contain too many learning points unless the printed text accompanies the lecture.

Trainees will forget information provided orally. Short lectures are usually better.

Longer lectures can be effective if the length is due to examples and clarifying explanations. A major concern about the straight lecture method is the inability to identify and correct misunderstandings.

Discussion method

The discussion method uses a lecture to provide trainees with information supported, reinforced and expanded through interactions between the trainees and trainers.

It provides a two-way flow of communication. Knowledge is communicated from the trainer to the trainees. Quick feedback is ensured.

A better understanding is possible. Questioning can be done by both the trainer and the trainees.

Demonstrations

A demonstration is a visual display of how to do something or how something works. To be effective, a demonstration should, at a minimum, be accompanied by a lecture and preferably by a discussion.

Demonstrations;

1. Break the tasks to be performed into smaller and easily learned parts;
2. Sequentially organize the parts of the tasks;
3. Complete each of the following steps for each part of the task;
4. Tell the trainees what the trainer will be doing so they understand what he will be showing them;
5. It serves to focus on the trainee's attention on the critical aspects of the task;
6. Demonstrate the task, describes what trainees are doing while the trainer is doing it;
7. After demonstrating each part of the task, the trainer explains why it should be performed in that way.

The following steps will increase the value of the demonstration:

- Ask the trainee to talk through the task before actually doing it;
- Give the trainee opportunity to do the task and describe what he or she is doing;
- Provide feedback, both positive and negative;
- Let the learner practice.

Lectures, Discussions, and Demonstrations: An Analysis

Lectures, discussions, and demonstrations provide a high degree of trainer control over the training process and content. However, as the training becomes more interactive, control shifts more to the trainees.

Trainee questions or answers to questions shape the content of what is covered. The group dynamics help to shape the process used by the trainer in presenting the information.

As the objectives for knowledge acquisition increase, the amount of two-way interaction required for learning must also increase. A disadvantage is that it decreases the trainer's control over what is learned and increases the time required for learning.

The lecture is the most useful when trainees lack declarative knowledge or show attitudes that conflict with the training objectives. The printed or video lecture is more effective because they can be studied in more depth and retained to refresh learning over time.

The discussion method is more effective than the straight lecture for learning higher-order knowledge, such as concepts, principles, and attitude changes.

If the training objective is skill improvement, the demonstration may be appropriate.

However, training objectives often include knowledge and skill development; knowledge is a prerequisite for the skill. The demonstration is also effective for complex tasks.

The discussion method is more effective than the straight lecture at producing attitude changes. Because attitudes consist of a person's beliefs and feelings about an object or event, they can be modified by new learning. The discussion can change employee attitudes by providing new insights, facts, and understanding.

Lectures, discussions, and demonstrations are good at capturing the trainee's attention, at least in the short run. They show some strength in the area of retention, especially discussion and demonstrations.

Seminars and conferences

Conference programs may be used in internal or external training.

During conference programs, managers or potential managers are exposed to the ideas of speakers who are experts in their fields. A careful selection of topics and speakers will increase the effectiveness of this training device.

Conferences can be made more successful by including discussions. Two-way communications allow participants to ask for clarification of specific topics that are particularly relevant to them.

Reading, television, and video instructions

Another approach to training and development is the planned reading of relevant and current management literature. This is essentially self-development.

A manager may be aided by the training department, which offers develops a reading list of valuable books. This learning experience can be enhanced by discussing articles and books with other managers and the superior.

Management and other topics are featured in television programs. Moreover, videotapes on a variety of subjects are available for usage in the university or company classrooms.

Business simulation

Any training activity that explicitly places the trainee in an artificial environment that closely mirrors actual working conditions can be considered a simulation.

Training games and simulations are designed to reproduce or simulate processes, events, and circumstances in the trainee's job.

Trainees can experience these events in a controlled setting to develop their skills or discover concepts that will improve their performance. Simulation activities include case exercises,

equipment simulators, experiential exercises, complex computer modeling, role play, and vestibule training.

Cases **presentation**

Case studies attempt to simulate decision-making situations that trainees might find on the job. The trainee is usually presented with a written history, key elements, and a real or imaginary organization or subunit problem. A series of questions usually appears at the end of the case.

Typically, trainees are given time to digest the information individually. If time permits, they can also collect additional relevant information and integrate it into their solutions.

Once individuals arrive at their solutions, they may meet in small groups to discuss the different diagnoses, alternatives, and solutions generated.

Then the trainees meet with the trainer, who facilitates and directs further discussions. The trainer should convey that no single solution is right or wrong, but many solutions are possible. The learning objective is to get trainees to apply known concepts and principles and discover new ones.

Equipment simulators

Equipment simulators are mechanical devices that require the trainee to use the same procedures, movements, or decision process they would use with equipment back on the job.

Simulators train airline pilots, air traffic controllers, taxi drivers, etc. it is important that simulators be designed to replicate, as closely as possible, the physical aspects of the equipment operating environment trainees will find on their job site.

Business games

Business Games are simulations that attempt to represent the way industry, company, and a subunit of a company function. They are based on a set of relationships, rules, and principles derived from theory or research.

However, they can also reflect the actual operations of a given department in a specific company.

Trainees are provided with information describing a situation and are asked to make decisions about what to do. The system then provides feedback about the impact of their decisions, and they are asked to make other decisions.

This process continues until some predetermined set of the organization exists, or a specified number of trials are completed.,

For example, if the focus is on the financial state of a company, the game might end when the company reached a specified profitability level or when the company must declare bankruptcy.

Business games involve an element of competition, either against other players or against the game itself. Some of the purposes for which businesses games have been developed and used are listed below :

- Strengthen executive and upper management skills,
- Improve decision-making skills at all levels,
- Demonstrate principles and concepts,
- Integrate separate components of training into an integrated whole,
- Develop leadership skills,
- Explore and solve complex problems in a safe, simulated setting.
- Improve the application of total quality principles and develop skills in using quality tools.

Experimental exercise

Experimental exercises are usually short, structured learning experiences where individuals learn by doing.

For example, an experimental exercise could create a conflict situation where employees have to experience a conflict personally and work out its resolution.

After completing the exercise, the trainer typically discusses what happened and introduces the theoretical concepts to help explain the members' behavior during the exercise.

Role-playing

Role-playing is a training technique in which trainees act out roles or parts in a realistic management situation.

The aim is to develop trainees' skills in areas like leadership and delegating. It is an enactment or simulation of a scenario in which each participant is given a part to act out.

Trainees are provided with a description of the context-usually a topic area, a general description of the situation, a description of their roles, and the problem they face. Role plays may be structured and spontaneous.

(i) Structured role

Structured role-plays provide trainees with more detail about the situation and more detailed descriptions of each character's attitudes, needs, opinions, and so on. This type of role-playing is used primarily to develop interpersonal skills such as communication, conflict resolution, and group decision-making.

(II) Spontaneous role

Spontaneous role plays are loosely constructed interactions in which one participant plays himself while the others play people with whom the first trainee interacted in the past. This type of role-playing focuses on attitudes, develops insight into one's own behavior, and impacts others rather than developing specific skills.

Behavior modeling

Behavior modeling uses the tendency for people to observe others learn how to do something new. This technique is most frequently used in combination with some other techniques. The modeled behavior is typically videotaped and then watched by the trainees.

The behavior modeling process can be summarized as follows:

- Define the key skill deficiencies;
- Provide a brief overview of relevant theories;
- Specify key learning points or critical behaviors to watch for;
- Use an expert to model the appropriate behaviors;
- Encourage trainees to practice the appropriate behaviors in structured role-playing;
- Provide opportunities for the trainer and Other trainees to give reinforcement of appropriate imitation of the model's behavior;
- Ensure the trainee's supervisor reinforces appropriate demonstration of behavior on the job.'

Computer modeling

Complex computer modeling simulates the work environment by programming a computer to imitate some of the realities of the job. It is widely used by airlines in the training of pilots.

The computer simulates the number of critical job dimensions. It allows learning to occur without the risk or high costs incurred if mistakes were made in a real-life-flying situation.

An error during a simulation offers an opportunity to learn through one's mistakes. A similar error under real-life conditions might cost several lives and the loss of a multimillion-dollar aircraft.

Vestibule training

In vestibule training, employees learn their jobs with the requirement they will be using, but the training is conducted away from the workplace. While expensive, vestibule training allows employees to get a full feel for doing tasks without real-world pressures. It minimized

transferring learning to the job since vestibule training uses the same equipment the trainee will use on the job.

Sensitivity Training (T-groups)

Sensitivity training, also called T-group, is basically a technique for management development. It is concerned with the real problems existing within the group itself. It is not an imagined problem living outside the organization. It is not a program of teaching skills or improving the understanding of participants.

In this program, an attempt is made to change the attitude and behavior of people in the group. It is used in building team efforts. This is done by introspection, self-criticism, and genuine arguments, and through free and frank discussion, one comes to know how others feel about him and his behavior.

It is a means of providing a mirror in which one can see his mental makeup, attitude, and behavior towards others. This will give the best method of motivation for self-development. The objective of this training includes:

- Better insight into one's own behavior and the way one appears to others;
- A better understanding of group processes;
- Members learn more about themselves, especially their weakness and emotional stability;
- Development of skills in diagnosing and intervening group processes;
- Find a better method and means of behavior for effective interpersonal relationships without power over others.

A T-group is a small discussion group without any leader. The trainer raises a question and encourages open discussion, which is unstructured. The focus is on feeling and mutual respect.

Here group members interact and then receive feedback on their behaviors from the trainer and the group members, who express their opinions freely and openly. The feedback may be positive and negative.

An example may make it clear.

“Mr. Rahim, I do not get a good feeling when you approach the topic the way you just did. Could we talk about it”?

Rahim may accept this comment and resolve to change his behavior. But he may also feel hurt and withdraw from the group.

The T-group process may;

- Lead to personal anxieties and frustrations.
- Lead to a mental breakdown.
- It may make managers hypersensitive, making them unable to take a hard decision for fear of hurting another.

But if properly managed, it can result in collaborative and supportive behavior. The following guidelines can help reduce potential harm and increase effectiveness:

- Participants in the T-group should be voluntary;
- They should be screened, and those who could be harmful should be expelled from this experience.;
- Trainers should be carefully evaluated and their competence established;
- Potential participants should be informed about the goals and the process before they commit themselves to sensitivity training.

Computer-based training

Many companies are implementing computer-based training as an alternative to classroom training to accomplish the goal. Some of the reasons for this shift are demonstrated in the following beliefs many companies hold about CBT:

- Reduces trainee learning time
- Reduces the cost of training

- Provides instructional consistency
- Affords privacy of learning
- Allows the trainee to master learning
- In a safe method for learning hazardous tasks • Increases access to training.



Concept of Management Development

Management development is the process by which managers learn and improve their management skills. Only training cannot provide the requirement of knowledge, personality, attitude, behaviorism etc. Training focuses on the development of specific skills, especially for middle and lower level employees. Management development is implemented for the development of managerial potentials. It is the overall concepts that describe the many ways in which organizations help employees develop their personal and organizational skills, either as managers in a management job or with an eventual management job in mind.

Some of the reasons behind the management development programs are:

- It is managements' responsibility for ensuring the success of the organization.
- It is the management who deal with people of different background, culture, language, etc.
- Mergers and acquisitions, downsizing, etc. are all under management's control.

- It is managements' responsibility to ensure that the employees obtain the required KSAs to perform the tasks.
- It is managements' responsibility to ensure that right

Management development is a process through which potential managers develop their managerial skills on handling situations, people, and problems. It largely depends on imparting knowledge rather than skills; hence, it is a long education process of developing future managers. In other words, it is a process consisting of all activities by which potential managers or executives learn required skills and knowledge to improve their behavior and performance. Management development is a continuous process of developing managerial potential by enhancing conceptual, interpersonal and decision-making skills.

Some main objectives of the management development ore as under:

- To develop managers/executives for better performance on their present job or assignment
- To provide a steady source of competent persons at different levels so as to meet the future requirements of the organization.
- To enable the managers to understand the problems of the business organization in so far as they arise out of its policies and system of control.
- To create conditions and a climate which contribute to the growth process.
- To replace elderly executives, who have risen from low ranks, by highly competent and academically qualified professionals.
- To increase the morale of the managers.
- To acquire knowledge about the problems of human relations.

This process generally includes the development of cognitive (thinking, idea generation, and decision making), behavioral (choosing appropriate attitudes and values), and environmental (suiting management style to the situation) skills. More specifically, management development can be defined as an attempt of improving managerial performance by imparting knowledge, changing attitude, or increasing skills thereby enhancing the future performance of the company.

It is very important due to ever-changing environmental forces accompanied by the effect of globalization and breakthrough in physical science. It is concerned with skill development activity provided to the higher level managers which attempt to instill sound reasoning process. It helps to understand cause and effect relationship, synthesize for experience, visualize relationship, or think logically.

Essential ingredients of the management development programs

The important steps or ingredients of a management development programs are:

1. Analysis of Organizational Present and development Needs
2. Appraisal of Present Management Talent
3. Inventory of Management Manpower
4. Planning of Individual development Program
5. Establishment of Development Program

Analysis of Organizational Present and development Needs:

The decision to launch a management development programs having been made, the next thing to do is the close and critical examination of organizational present and future developmental needs. We should know how many and what type of managers are required to meet the present and future needs. An examination of the organizational structure in the light of the future plans of the organization should help one know what the organization requires in terms of functions, departments and executive positions.

Having got the above the information it is easy to prepare the descriptions and specifications for all management positions which in turn, gives us the information as to the kind

of education, experience, training, special knowledge, skills and personal traits required for each job.

A comparison of the existing talents plus those that can be developed from within those required to meet the projected needs will help the top management make a policy decision as to whether it wishes to fill those positions from within the organization or from outside sources.

Appraisal of Present Management Talent:

In order to make the above suggested comparison, a qualitative assessment of the existing management talent should be made and an estimate of their potential for development should be added to that. Only then can it be compared with the projected required talent.

Inventory of Management Manpower:

This is prepared to have complete information about each executive in each position. For each member of the management team, a card is prepared listing such data as name, age, length of service, education, work experience, training courses completed, health record, psychological test results and performance appraisal data etc. The selection of the individuals for the management development programs is made on the basis of the kind of background they possess. The management may set certain standards in terms of each of the above factors mentioned on the cards to qualify for the management development programs.

Such information when analyzed discloses the strengths as well as the deficiencies of managers in certain functions relative to the future needs of the organization.

Planning of Individual development Program:

Guided by the results of the performance appraisal which indicate the strengths and weaknesses of each of his subordinates the executive performs this activity of planning of individual development programs. Each of us has unique set of physical, intellectual, emotional characteristics. Therefore, a development plan should be tailor-made for each individual.

It would be possible to impart knowledge, skills and mould behavior of human beings, but it would be difficult to change the basic personality and temperament of a person once he reaches adulthood stage.

Establishment of Development Program:

It is the duty of the HR department to establish the well-conceived development opportunities.

The HR department has to identify the existing level of skills, knowledge etc, of various executives and compares them with their respective job requirements. Thus, it identifies developmental needs and will establish specific development programs like leadership courses, Management games, and Sensitivity training. The department may not be in a position to organize development programs for executives at the top level as could be organized by reputed institutes of management. In such situations, top management deputed certain individuals to the executive development programs organized by the reputed institutes.

Career Development or Career Development Planning

Refers to the process an individual may undergo to evolve their occupational status. It is the process of making decisions for long term learning, to align personal needs of physical or psychological fulfillment with career advancement opportunities.^[1] Career Development can also refer to the total encompassment of an individual's work-related experiences, leading up to the occupational role they may hold within an organization.^[2]

Career Development can occur on an individual basis or a corporate and organizational level.

On an individual basis, career planning encompasses a process in which the individual is self-aware of their personal needs and desires for fulfillment in their personal life, in conjunction with the career they hold. While every person's experiences are unique, this contributes to the different careers that people will acquire over their lifespan.

Long Term Careers

Careers that are long term commitments throughout an individual's life are referred to as 'Steady-State Careers.' The person will work towards their retirement with specialized skillsets learned throughout their entire life.^[5] For example, somebody would be required to complete a steady process of graduating from medical school and then working in the medical profession until they have retired. Steady-state careers may also be referred to as holding the same occupational role in an organization for an extended period and becoming specialized in the area of expertise. A retail manager who has worked in the sales industry for an extended period of their life would have the knowledge, skills, and attributes regarding managing non-managerial staff and coordinating job tasks to be fulfilled by subordinates.

A career that requires new initiatives of growth and responsibility upon accepting new roles can be referred to as 'Linear Careers,' as every unique opportunity entails a more significant impact of responsibility and decision making power on an organizational environment.^[5] A linear career path involves a vertical movement in the hierarchy of management when one is promoted. For example, a higher-level management position in a company would entail more responsibility regarding decision-making and allocation of resources to effectively and efficiently run a company. Mid-level managers and top-level managers/CEOs would be referred to as having linear careers, as their vertical movement in the organizational hierarchy would also entail more responsibilities for planning, controlling, leading, and organizing managerial tasks.^[6]

Short Term Careers

When individuals take on a short term or temporary work, these are 'Transitory Careers' and 'Spiral Careers'. Transitory Careers occur when a person undergoes frequent job changes, in which each task is not similar to the preceding one. For example, a fast-food worker who leaves the food industry after a year to work as an entry-level bookkeeper or an administrative assistant in an office setting is a Transitory Career change.^[7] The worker's skills and knowledge of their previous career will not be applicable to their new role.

A spiral career is any series of short term jobs that are non-identical to one another, but still contribute to skill-building of a specific attribute that individuals will accept over their lifetime.^[5] Many individuals can undergo slight career transitions or accept short-term contract work in the same work field, to build on different skill sets needed for them to succeed in an organizational environment. For example, an individual with a degree in Business hired to do

'project management' in one area of a department can be promoted or transferred to complete another task in the same department to work on 'marketing'.for providing clear job descriptions regarding the job tasks at hand required for the rol, along with the opportunities of job rotation, transfers, and promotions.^[13] Hiring managers are responsible for ensuring that the subordinates are aware of their job tasks, and ensure the flow of communication remains efficient. ^[14] In relation, managers are also responsible for nurturing and creating a favorable work environment to work in, to foster the long term learning, development, and talent acquisition of their subordinates. Consequently, the extent to which a manager embraces the delegation of training and developing their employees plays a key factor in the retention and turnover of employees.^[15]

Benefits of a Career Development System

Career development programs are most effective when they are integrated with the organization's ongoing training and development strategies. For being able to do this, an organization must have a carefully designed career development system especially designed to meet its own unique needs and requirements. An automated and well-designed career management system not only benefits organizations but also help employees and managers or supervisors in establishing effective communication with each other. All the parties gain different benefits and combining which they can together set an organizational culture that supports such types of activities in an organization.

Benefits of a Career Development System to Organization

- Once organization has a fair idea about employee's strengths and weaknesses, attitude and behavior, values and future aspirations and skills and competencies, they are able to make better use of employee skills and put them at the right place.
- The organization can disseminate all important details and information at all organizational levels in order to ensure effective communication at all levels. It fosters and lays emphasis on better communication within the organization as a whole.
- It also helps organization retain valued employees by providing them what they want. Since the organization is able to collect all necessary information about a specific individual, it can make efforts to retain them.

- It establishes a reputation of the organization in the market. More and more working professionals see it as a people developer and get attracted towards it.

Benefits of a Career Development System to Employees

- The major benefit of career development system to employees is that they get helpful assistance and guidance with their career decisions. They get to know about their own aspirations, objectives and desires and understand how to shape their career.
- By using this system, they can set more realistic goals and objectives that are feasible to be accomplished over the span of one's life.
- It fosters better communication between the employee and the manager as well as at all levels of the organization.
- The best part is that they can get feedback on their performance. This helps them improve their working style and compels them to upgrade their skills.
- The process leads to job enrichment and enhanced job satisfaction.

Benefits of a Career Development System to Managers/Supervisors

- A career development system helps managers and supervisors in improving and upgrading their skills in order to manage their own career. Even they get to where they are heading to and what their aspirations are.
- It fosters better communication between managers and employees.
- It helps them in retaining valued employees as they get to know about their skills and competencies and future aspirations as well.
- It helps in discussing productive performance appraisal of employees and planning their promotions as well as their career graph.

Types of Career Problems

1. Career setback. You've been fired, laid off, demoted, put on a performance plan, or are experiencing a stretch of unemployment.

2. No career direction. You have a job, maybe you've had several jobs, but each one has you feeling underutilized, uninspired, and unappreciated. Unfortunately, you can't seem to find

something that brings you satisfaction. You've learned what you don't want in a job, but you have no idea (or confidence in) how to choose what you should do next.

3. Desire to change direction. You've been in a career for a while, and you think it's time to change professions. You want to break into a new industry, or use a different skill set, but can't figure out how. And you aren't in a position to start completely over.

4. Anxious to accelerate. You have a job you like and a career path in view, but you aren't moving forward at the rate you want. You're struggling to navigate the path to getting more of what you desire--and you're getting impatient.

Honestly, it's that simple. Yet too many people are failing to fix their career problems because they've convinced themselves their situation is too complex. Why? They tried fixing it on their own but failed. Thus it's easier to assume the problem is highly difficult to solve than to recognize not having the right strategy and resources might be the real reason they didn't succeed.