203 – Human Resource Management

Unit- 1

1. What is Human resource Management? Explain objectives and functions?

Ans: HR is primarily concerned with how people are managed within organizations, focusing on policies and systems.

Importance and Objectives of HRM:

1. Effective Utilization of Resources
2. Organizational Structure
3. Development of Human Resources
4. Respect for Human Beings
5. Goal Harmony
6. Employee Satisfaction
7. Employee Discipline and Moral
8. Organizational Productivity

Functions of HRM:

The major functional areas in human resource management are:

- Planning,
- Staffing,
- Employee development, and
- Employee maintenance.

The role of HUMAN RESOURCE MANAGEMENT is to plan, develop, and administer policies and programmes designed to make expeditious use of an organisation's human resources.

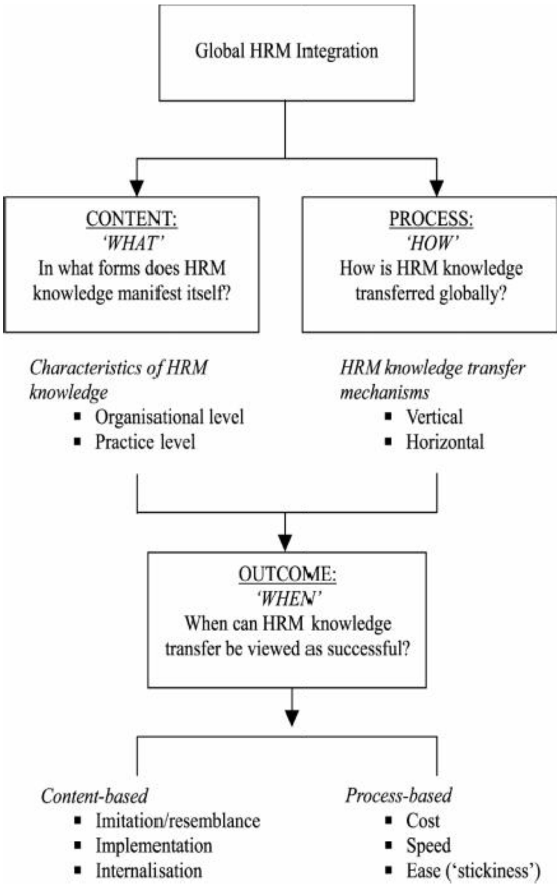
2. Explain Global Human Resource Management?

Ans: Global or international human resource management is the process of employing, developing and rewarding people in international or globalorganizations.

ISSUES IN GLOBAL HRM:

The issues in global HRM include:

- The variety of international organizational models that exist
- The extent to which HRM policy and practice should vary in differentc ountries. (This is also known as the issue of Convergence andDivergence).
- The problem of managing people in different cultures andenvironments
- The approaches used to select, deploy, develop and reward expatriateswho could be nationals of the parent company or 'third-countrynationals' (TCNs) – nationals of countries other than the parentcompany who work abroad in subsidiaries of that organization.



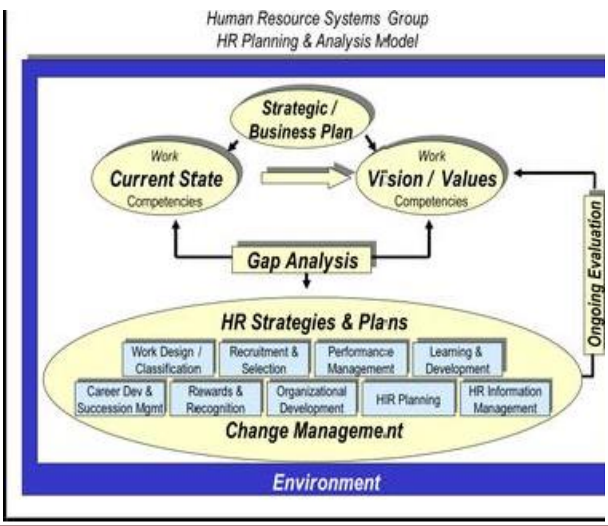
Unit- 2:

3. Explain Strategic Human Resource Planning?

Ans: Human resources planning is a process that identifies current and future human resources needs for an organization to achieve its goals. Human resources planning should serve as a link between human resources management and the overall strategic plan of an organization.

Objectives of Human Resource Planning:

- ✓ To recruit and maintain the HR of requisite quantity and quality.
- ✓ To predict the employee turnover and make the arrangements for minimizing turnover and filing up of consequent vacancies.
- ✓ To anticipate the impact of technology on work, existing employees and future human resource requirements.
- ✓ To progress the knowledge, skill, standards, ability and discipline etc.
- ✓ To appraise the surplus or shortage of human resources and take actions accordingly.
- ✓ To minimize imbalances caused due to non-availability of human resources of right kind, right number in right time and right place.
- ✓ To make the best use of its human resources; and
- ✓ To estimate the cost of human resources.

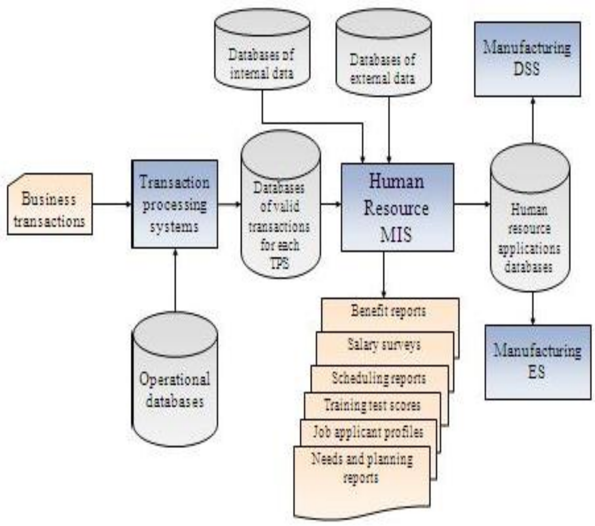


4. Explain Human Resources Information system (HRIS)?

Ans: Human Resources Information System (HRIS), refers to the systems and processes at the intersection between human resource management (HRM) and information technology.

Human resource management systems encompass:

- ➢ Payroll
- ➢ Time and attendance
- ➢ Performance appraisal
- ➢ Benefits administration
- ➢ HR management information system
- ➢ Recruiting/Learning management
- ➢ Performance record
- ➢ Employee self-service
- ➢ Scheduling
- ➢ Absence management



Unit- 3:

5. What is Recruitment? Explain sources and methods of recruitment?

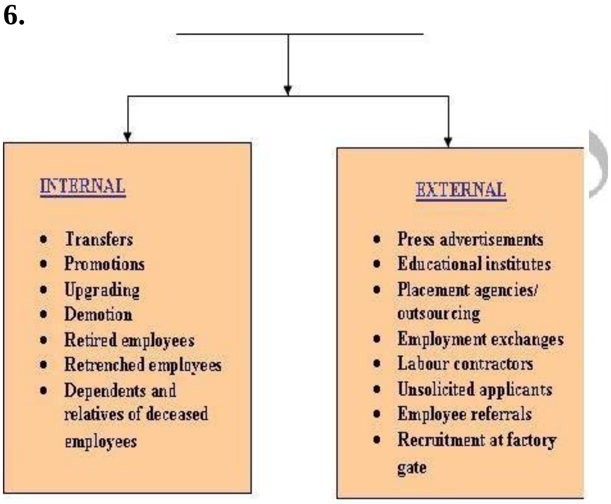
Ans: Recruitment refers to the overall process of attracting, selecting and appointing suitable candidates to one or more jobs within an organization, either permanent or temporary.

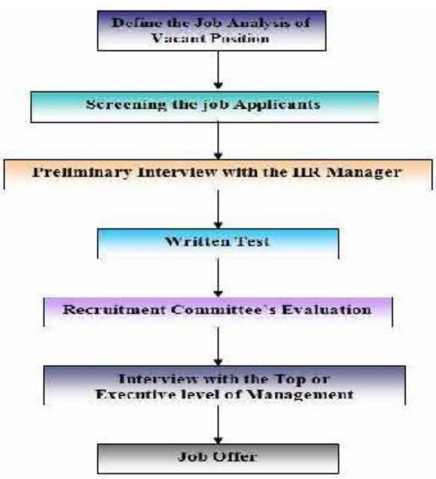
The recruitment process has several goals:

- Find the best talents for the vacancies.
- Manage the recruitment sources.
- Manage the vacancies in the organization.
- Run the internal recruitment process
- Building the strong HR Marketing platform.
- Provide feedback about the trends in the job market.

Sources& Methods of Recruitment

6.





What is performance appraisal? Explain objectives and methods of performance appraisal?

Ans: A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives.

Objectives Performance appraisal:

- ✓ To review the performance of the employees over a given period of time
- ✓ To judge the gap between the actual and the desired performance.
- ✓ To help the management in exercising organizational control.
- ✓ Helps to strengthen the relationship and communication between superior – subordinates and management – employees.
- ✓ To diagnose the strengths and weaknesses of the individuals so as to identify the training and development needs of the future.
- ✓ To provide feedback to the employees regarding their past performance.
- ✓ Provide information to assist in the other personal decisions in the organization.
- ✓ To reduce the grievances of the employees.

Methods of performance appraisal

Traditional method	Modern method
1. Check list method	1. Role analysis
2. Confidential report	2. Assessment centers
3. Critical incident method	3. management by objective
4. Ranking method	4. Behavioral anchored rating scale
5. Graphic rating scale	5. Psychological testing
6. Narrated essay	6. Human resource accounting
	7. 360* Appraisal

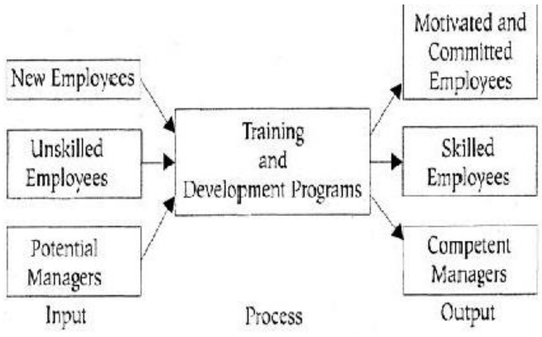
Unit- 4:

7. Explain Training and Development?

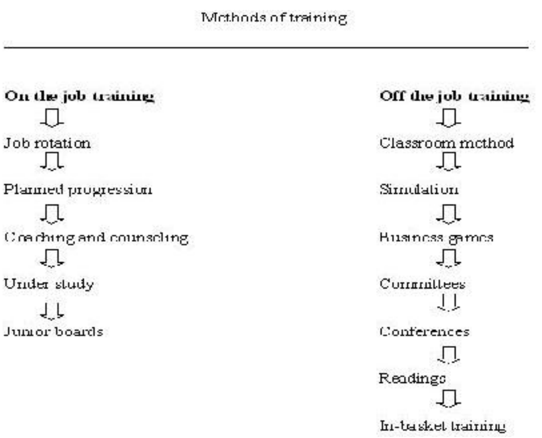
Ans: Training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings.

Training and development encompasses three main activities:

- ✓ Training,
- ✓ Education, and
- ✓ Development.



Methods of Training



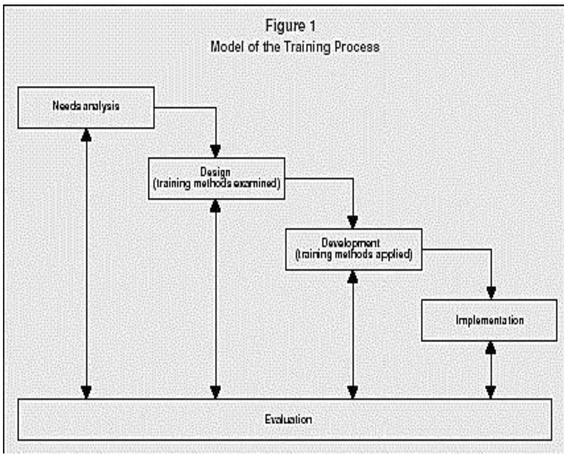


Figure 1
Model of the Training Process

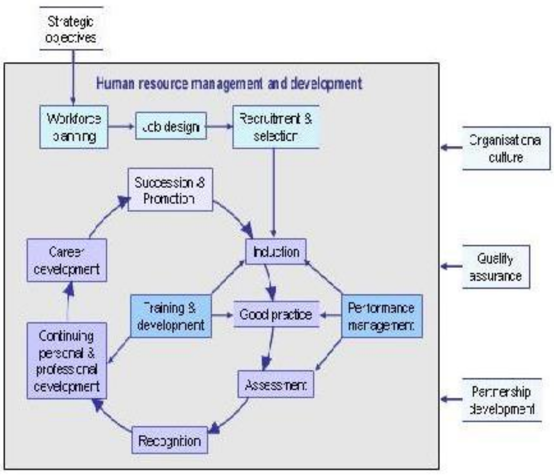
8. Define career planning & development?

Ans: Career Management is the combination of structured planning and the active management choice of one's own professional career.

Career planning is a continuous process of discovery in which an individual slow develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations of his own value system.

Objectives:

- ✓ Align employees' personal career development goals with your company's goals & objectives.
- ✓ Empower Employees to take control of their career development by viewing current competencies and career opportunities within the organization.
- ✓ Enable Managers to easily align with their teams by determine an actionable development plan to reach career aspirations.
- ✓ Motivate and engage your workforce by having a clear picture of all development activities and opportunities organization-wide.
- ✓ Improve communications by promoting an open dialogue between managers and employees and encouraging a continuous performance review process.



Unit- 5:

9. What is reward management? Explain components of Reward management?

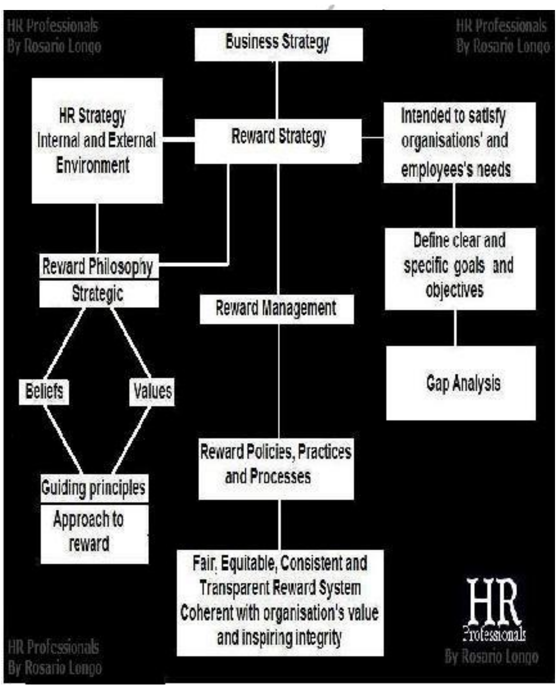
Ans: Reward management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization.

Objectives of Reward Management

- Support the organization's strategy
- Recruit & retain
- Motivate employees
- Internal & external equity
- Strengthen psychological contract
- Financially sustainable
- Comply with legislation
- Efficiently administered

Types of Reward:

- ✓ **Bonuses**
- ✓ **Salary Raise**
- ✓ **Gifts**
- ✓ **Promotion**
- ✓ **Trust/empowerment**
- ✓ **Tangible assets**
- ✓ **Recognition**



10. Explain Human resource accounting & Audit?

Ans: Human resource accounting is the process of identifying and reporting the investments made in the Human Resources of an Organization that are presently not accounted for in the conventional accounting practices.

Human Resource Accounting provides useful information to the management, financial analysts and employees as stated below:

1. Human Resource Accounting helps the management in Employment and utilization of Hu an Resources.
2. It helps in decidin transfers, promotion, training and retrenchment of human resources.
3. It provides a basis for the planning of physical assets vis-a-vis human resources.
4. It helps in evaluating the expenditure incurred for imparting further education and training of employees in terms of the benefits derived by the firm.

HR Audit: HR audit is a way to diagnose