

HRM includes R, S, PA, TED & members. Ingmt with human orientation.
right man at right job in right time. scope - welfare & pleasure of employees
Research mgrs → HRM → HR & in practice -
operational - acct, hand, emergent (for times to come)
- HR - most imp asset

Feature - human events, strategic, multi developing, unitary, unitary, continuous
Scope of HRM - ~~not~~ welfare, pressure appt, HR, continuous
collaboration (for) → change agent, counselor, concerned mgr
line mgrs v/s HR - many election, way they, cant handle conflict, too soft
involve line managers in HR (for)

HRM - old wine in new bottles? B&B/PM - same focus but differs
events - resource (value), factor of production (cost). routine v/s strategic.
HR Manager v/s all managers. post modern v/s futurists.
hire - use - train v/s hire - use - retain. monetary v/s monetary here more
but not of org imp v/s but not of best imp.

strategic HRM - HRM (for) - strategic goal + corporate strategy.
happy to help → biz partner + HR partner

HRM - ~~not~~ ^{all} but ~~not~~ line responsibility.
responsibility of line - probably specifics for job analysis, conduct tech
interview, events, appraisal, TED. need HR manager away strategy
R&D - no role line peters blurred.

every org → employee demand, customer ↑, ↑ product life - innovation,
diverse workforce, labor regulation: attract/sustaining, change imp.
organization of HR - org, nature, top mgt commit, competition, skill
availability, level of employees

HR manager requires: biz mastery, skill mastery, self mastery, change
HRM - don't own people but rent their skills, abilities - concept
by job system.

Human Resource Planning

process of forecasting future demand and supply of right kind of people
in right no for achievement for.
complex - involves cost plant + qualitative focus

Utility of HRP: abstract, return of utility talent - minimize labour cost
by managing surplus, shortage: base for other HRM (for), change imp, talent
Principles: ① aligned with corporate goal ② measurement of line managers
③ flexible ④ balance this short - long v/s long term
⑤ supplemented by database - HRIS

human resⁿ - cost, time, uncertainty involved, lack of adequate info
[demand, supply], coordinate with other orgs

improved through - sound database, involvement of line managers,
analysis exercise

Job analysis

study of selected job and determine "of env, tech & demands thereof. J.A. '55. Utility, in all HR (1x)

②

Type of info: relationship, job duties, machines tools, behavior

Techniques: Questionnaire - Question, checklist interviews, Day method, observation

Quadrants

PAJ - Position analysis questionnaire
analyzed on basis of 194 elements in 6 categories.

U - Use
I - Importance to job
P - Most time
A - Frequency of occurrence
S - Specific tasks

MPDQ

Next parts
descrip description

Job design - associated with TEM as every employee has to do every

Factors with job analysis → rapidly, lack of correct info, timing of analysis, set / time, method, common up date

TD? task duties and relationships. how, why, what is to be done

Dyckhoff: not looking at job as separate but of task responsibilities and making it broad and flexible and not referring to rigid JD.

→ resource events, human, computer, & product by
makers friendly, computer, response, learning - how to use (15 minutes)

Fig - Apple makes employees do diff task (people 70:20:10)

Reby - job role, essential, emergent, emergent trend - de, TEM, temporal team, feature or, boundary, dimension - freq of responsibility, stress, uniform, special, & duplicity of job

job specification - transfer of JD into human quest with entire level, skills, task profile
what kind of person required

Job design - consultation of task duties relationship into must & job for achievement of objects. should aim to interpret 14-04

→ heavy on ~~tasks~~ cost & effort, motivator, quality work
job characteristics model - skill variety, task identity (meaningful), autonomy (sense of responsibility), feedback (knowledge of results)

Approaches to JD

① Job rotation - shifting from 1 job to another → variety

② job enlargement

③ job enlargement - expansion of no. of activities adding more tasks & related tasks

Variety, meaningful work modules

Herzberg's - adding 0 to job - boring + boring
Job enrichment -> addy intrinsics - more decision making power. character - client relationship, schedule own work, feedback, new learning, control over resources

career path
actly career goals and lay out path to achieve them.
planned progression from recruitment to retirement.
- may regret intrinsic, future manager diversify career options
intrinsic: career needs, opportunity, more than implement, no intrinsic win
return

succession planing - motivation of people who can help
Leadership position winning
why: - to ensure continuity of our our
competition ↑, brand building, attract talent, career needs
downside - critical decisions / activities in path which are likely
three assets: 1 achievement

HR increasingly being difficult as co.s struggle to attract workers
workforce

job openings - 3 components: skills analysis, skills analysis, competency analysis

Hackman & Wageman - on based job characteristics model

Motivator potential score

$$MPS = \frac{S + TI + SV}{3} \times \text{autonomy} \times \text{feedback}$$

↑ value workers
more reward over
no that pressure
no that pressure

HR planing
① env scanning
② lay out scope of ps
③ demand forecast: Mgmt needed, descriptive, working roles

- ④ supply forecast
- ⑤ HR program
- ⑥ HR plan implementation
- ⑦ control & eval.

→ workforce
Manning - 3
↓
↓ build labor / accounts parts, accounts part

HRP

① demand forecast

managerial judgement (topdown, bottom up), workshop technique (workload, workload ratio analysis, delphi technique)
supply forecast - HRIS

RECRUITMENT SELECTION

recruitment - ^{HRP} ensure people - searching for prospective candidates and attractively them to apply for job. aims to create pool

recruitment yield program: ratios of applicant input to output at various decision stages of recruitment: internal [range, promotion], external factors affecting R. Policy -> internal [system, HR plan], external factors [recruitment, uncertainty], legal factors [discrimination, child labour, safety]

recruitment policy -> planning > strategy dev > sources determination > source contact > advertising > screening > pooling > method of evaluation [time, cost involved, turnover, ROI in recruitment]

headhunting - ^{HRP} ^{HRP} searches in short supply, crucial factors, perks as incentives, headhunting firms independent to k -> cost, time, low image of co, uncertainty, false CV, lack of skilled personnel
evaluate job provisions -> giving real picture of job - both true/false, avoid turnover, reality shock

selection: identifying person with greatest likelihood for success and psych unworkable person job fit
job compatibility questionnaire
selection test - ability, personality and interest test. - hidden potential - accuracy
aptitude, IQ, hand test - hidden: fear, loyalty
psychometric

problems in interview - bias halo, project, stereotype, unworkable env, unbalanced interview

validity of selection test - construct [measure fault], content [KSA], criterion [level of performance]

psychometric test - psy. measurement. eg. MBTI, TPHT, Thematic apperception test, Cassirer analysis

Ullrich - hidden, TAD, potential, OB-VPC

Thomas paper ^{HRP} technique - Thomas hierarchical

human job analysis -> human job analysis
person paper analysis
Disc - dimensions: wages, output, employ

Myers Briggs type indicator - Briggs + daughter Myers - 100 question - on basis of opposite - ESTJ eg extraversion, introversion; Taking in info - sensing, intuition;



Date

5.

Deciding: Thinking, feeling; Orienta to external env: Judg, perceptio
no test type, depends on job, dynamic

hemate apperception test: projective technique to evaluate personality, response through
social group psychological type - natural preferred way of describe one's employees
due to internal factors

selection barriers - Cost, time, Bias/trials, Unreliable test, Pressure, Impression input
elic" trends in IT: Less IT hiring, Less industry hiring, IT training, demand
use of social media, Gender Gap, Mindwork

orientation - introducing new employee to organization. Acquaint with work method, process
red - anxiety, reality check, feedback, apt co. impression, jury info
wides - untrained, overloaded, overtraining, gaps in HR-level, lack of feedback
2 kinds - formal + informal. formal - some manager implementy
decisions involved: - formality?, individual/collective. Social / disjunctive
(tutor) / (on his own)

investigate / investigate
reasons individual characteristics
unlearn own behavior

Placement? "Piqua
determinator of job to which ET will be assigned + assignment to that job
< give him tasks, not too hard task, bear mistakes, so slow >

assessment classification model - when not selected for a particular job,
need to determine job type placement, salary candidate profile with job
physical

time lapse data (recruitment): Zenne lapse data 2 major decision >

selection: Applicant bank > Test > interview > Reference check > selection decision >
Physical exam > job offer > contract > development

cost per hire, quality per hire, Time per hire, selection program audit
5-Test - right person right time

TRAINING & DEV

T: systematic procedure of transfer tech knowledge to KSA to do a specific task.
short term, individual focus, bridge skill gap <-> specific task, diverse.

Education: ↑ in theoretical knowledge, long term, overall, indirect effect

def: lower level

↑ conceptual / philosophical acumen.
growth of employee in all aspects
career focus

- job specific
- present job
- external force
- individual

• exercise, Diverse, internal motivation necessary
• future challenge
• career focus

Need: to bridge skill gap, Tech changes (KSA), skill obsolescence, poor state of vocational
skills in Indian graduates, promotion / transfer, Untapped human potential

Advant: less supervision, better IT

Tools for identifying T need: goal, role, resources, manpower, SWOT analysis

Various T objectives \leftarrow Innovate
System design: accidents \downarrow , waste

regular: Reproduce over Date

6.

Trans steps should end with followup & evaluate as feedback reinforcement

Payoffs - level of involvement, on size fits also approach, whether leads

Principles: T policy, motivation of power, power, apt methods, positive impact, feedback, approach individual needs perspective

Methods - JIT, apprenticeship, vertical forms - literacy, skill, diversity.

New T outcomes can be measured: - 1. ~~After~~ Reaction 2. Learner Behaviour Result

Managerial dev \rightarrow \rightarrow KSA not just for present challenge but for future challenges \rightarrow \rightarrow scope difficulty. Does learners of form.

Teaching: Managerial games [problem - fidelity for market share - literacy decision making use of firm. situation], case studies, role plays [communication skill, group handling]

On basket exercise - decided on basis of priority actly, timely decision making, de. by for, quality of decisions

Observatory, Multiple input (game & D to give recommendations), Beh. modelly

diversity training / T-group group: crisis analysis - opposing \rightarrow experience feedback \rightarrow recreate feedback

group formed with no agenda, leadership structure \rightarrow vacuum \rightarrow discussion \rightarrow relationships \rightarrow evaluate to develop common skills, sensitivity, selectivity in class, diversity

career aids: to match individual aspir's to career goals

career leaf: leaf that every one activity

Trans \rightarrow sources of competitive advantage \rightarrow 84/365 \rightarrow appears \rightarrow not just text but creativity, sensitivity, diversity etc

NSDC.

FOKMS \rightarrow Mean, Median, mode, (+), technology

Forms: literacy, skill, team group [memory of job, skills, responsibility] - technology workshop, interpersonal trust exercises, games - sculpas mountain

creativity help [brainstorming sessions, create culture, leaf group]

Technology - mechanism, + / -, proper

on the job - seeing while doing, inexperience
JIT (job method training), apprenticeship,

Position status - planned movement of executive from 1st dept, project subsidiary to holdy, domestic operator to foreign < like job status of executives.

Return leaf - small group work in small units, leaf methodology while doing

Performance Appraisal

7.

Date _____

Performance appraisal

Advan steps: process of periodical, impartial, impartial systematic rating of employee current perfor. + future potential

why - gap in actual & TPO, opportunity

1 step - cost + communicate std > measure actual > gap > analysis causes & feedback -> remedial [TPO, prompt/demotiv]

hurdles: att actual, measur actual, bias, computer & ratio, selection from employee

2 PA and org performance: imp as might lead to goal displacement but measure ↑, morale ↓, burdensome exercise, Bias in appraisal

3 PA & org culture - preferred, least org, +ve/-ve suggest

4 PA & TQM - org culture of continuous improvement in skills, ability, customer satisfaction, product quality

5 Both goal same but routine v/s culture, individual v/s group effect

6 Performance linked employees - Bonus, profit also might org - poor, employees, no focus on quality but already by R/R, models why: - polluted interface, poor leadership, local professional, No stop activity / managers & evaluation. Key commission: - Performance linked Trade union resistance

7 latest trends in PA: 360, problem solving then fault finding, more detailed, issues less focus, rank & rank chat, Balanced score card, individual + team focus [temporarily], PA -> performance mgmt, contingent -> transparent, actual -> printed papers. Traditional

8 Performance appraisal method (360, BSC, MBO, BARS) . Traditional

9 Traditional (trait oriented, subjective) Modern (360, BSC, MBO, BARS)

10 Demotivated appraisal Advantages

11 ① Rankup method - easy but subjective, doesn't measure performance per se

12 ② Based comparison method - make relative but "forced distribution" - if ratio suffers from constant stress. 1, Relative, Av, BSC avg, excel - 10%, 40, 20, 15%.

13 ③ People rating scale - different traits mentioned along with 5 level of scale - short explanation - can give remarks!

14 ④ weighted check list

15 ⑤ Field review method - rather interviews all supervisors.

16 ⑥ Outcomes & traditional - measure traits than performance

17 ⑦ Acceptability ⑧ halo percept - out, stereotypical, recent behaviour, NA - scientific ⑨ leniency from employee

18 Modern - BSC

19 ① MBO - measurement of performance rather than traits. multi goal actg, hurdle, multi ↑, problem solving rather than

20 NA - fact finding, self appraisal leniency: not for blue collar, requires time

360s - Behavioural anchored rating scale
output focused PA technique. Process: Identify critical dimensions →
students must generate/least effective behaviours → give short statements
explaining? rat makes. eg: others representative

ii - predetermined and, job specific ii - what are critical dimensions
potential appraisal - appraisal of potential → self, peer, superior appraisal

MBO, leadership exercise, psychometric test

Peer appraisal interview - CI reason - to explain seasons behind rating
TRP, motivation

Appraisal of managers → usually except in cases where
accountant can't, can't appraise, peer rating, rating by subordinates,
evaluated by superior

360 feedback
technique where performance data collected from different stakeholders -
includes superior, subordinate, peer, customer, employee himself -
multirater feedback

helps - every all dimension, focus on neglected dimension, align
and pricing with price of others

ii - primary input appraisal, multi, know subordinates as eliminate
ii - under water - negative feedback to other/superior

Salary & Wage compensation

compensation → fm and non fm rewards given for services rendered
to org - to attract talent, motivation (psychological contract)

factor effect: nature of job, skills, exp, exp, risk, competition, TV, cost of living,
type factors, pay capacity of employer, DD & SS

Examples: industry, communication, motivation, cost of living, consumer return,
employee choice in property, continuation of cost + incentive

compensate to competitor.
pay benefits: given supplement to base compensation - not related to output/
performance eg: car, travel, medical aid, passport

incentive, attract, motivate, employer has, source of long-term
value

Time based wage system → Time based
production based
Time based → quality imp, higher level employees, difficult to calculate
add time

ii - early calculation, security to employer, quality, trade union is
ii - low of material, motivation, need supervision, fixed wage payment

Production based: piece meal: no of units x wage rate
output: pay work, lower level employees, add time element, need
for productivity ↑, quality control system ↑

ii - stress, TV satisfaction, quality ↓, wastage ↑

Incentive plan - also called 'payment by result'. chose in
productivity ↑ gain

time based: Rowan, Halsey, Bedeant, Emerson
Roeder

Roeder Taylor, Merrick, Gantt
MFL →
↑↑↑↑

Time based
Rate = Time x Rate + 50% Time saved x Rate

Halvay: Time x Rate + 50% Time saved x Rate
is only 50%, usually

Konson: Time x Rate + $\frac{\text{Time saved}}{\text{std time}} \times \text{Rate} \times \text{Time}$
is complete

is decrease of overpaid as ↑ at decrease rate

Emerson: 87% efficiency - normal time wages paid
100% efficiency → time wages + bonus @20% of time wages paid
more than 100% → 1% ↑ for every 1% ↑ in efficiency

Budenz: add time → into std minutes called B. paid bonus for
B saved. take into account amt of save:

25% paid to worker and 25% to foreman

Faylor differential rate: lower wage rate < std. higher if more
time publishes own effort worker

Mesick - Multiplier rates: 83% efficiency - base piece rate
100% efficiency → 110% of base rate
more than 100% efficiency - 120% of piece rate

Gantt task & bonus system
has limit payment over payment + bonus component
Brewster plan for managers

Emmenton to manager - requests, cash bonus, mgr emmenton

BSDP? create pos. sweat equity → share allotted selm of
gain of price ↑. how? - material, gift, stock option
+ long term interest, multi-asset interest, share price ↓
share price ↓
indirect incentive -
have less materiality
interupt by employees

Broadbanding - instead of diff pay grades into broad bands
ex: steps of 10 pay grade → 3 bands

Beyle - flexibility in compen, reduced need of promotion,
lateral promotion, faster/learn or
vegetable comp - flexibility to employer to lower incentive
partly

posited - well being plan
for waste of jobs for skills

pay related to jobs
reward of jobs ↑
well being plan
of skills/abilities

Team based employees + Structure, systems, needs ^{less} motivation

- social loafing, no motivation
co-partnership & services input partnership in equity

Various types of wages
outside & inside Num wages legal. Phy + health/

long wages - decent, comfort, insurance against misfort
four ways - paying concept of employees
welfare productivity
prevented wage rates

CTC Notes: total expenses on employee

no firm mpr - cost to
rec, maintain, return

CTC gross - gross - CTC - other benefits
net = gross - deductions

To employee
~~not~~ Proposed as
salary but what he gets
in hand

Challenges to comp

- ① monetarizys Wm mo ② atari/silars market rate ③ oligarchy/ spareness.
- ④ secrecy ⑤ cont person
- ⑥ employee participa ⑦ pos/other

Principles of fringe - prevent interest, satisfy a real need
take into consideration: Employee needs / TD demands
commensurate e.g: Motivaty create

Asum of benefits steps

- ① benefits benefits - need, feasibility, benefit
- ② wastelenght options
- ③ accessory implications ④ Access inter + external
- ⑤ Communicaty benefits
- ⑥ evaluate of costs.

Alternative to IT → 'Decision bank model' - developed

by Watson + EQ amount to work.
wages of pos depends on decisions



Factor comparison method

1 most prominent + systematic
each job ranked then consider job, is ranked on
basis of factors e.g. phy fit, skill, risk, work env.

Date _____

2 - understand the key jobs

- understand the key factors of which jobs evaluated

E - Rank the jobs on basis of each factor, all weights

1 - many value to each factor

②

• difficult to understand

• rank error

• need same factor

to address all jobs

push back
as system

7

N

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2

1

$\frac{R_i}{P_i}$

f



Employee welfare
 Independence term for moral, social, physical, mental
 well being of employees
 why? loyalty, diversity of nation - ^{social} well-being,
 social evils - abolition due to dissatisfaction,
 'employee hand'

Why not? - state responsibility, outflow of resource etc

Types of welfare activities

- ① Working env - sitting stool, cleanliness, safety
- ② Concessions - washroom, canteen
- ③ Hostels - medical room
- ④ Women & child - creche
- ⑤ Recreation - indoor games
- ⑥ Eco sources - fin. profits

Statutory measures

- (1) Factory act 1948 - safety fences, etc. factories
- (2) Mines Act 1952 - safety of women workers > 50
- (3) Labour welfare officer - 500 or more workers as per Miner Act 1948 - supervision of workers as union fin. mgmt issues.

PROMOTION

upward movement of employee leading to ↑ in pay, responsibilities, prestige and status
 why - fill higher vacancs
 - individuals
 - attract, retain
 - improve upon those that opportunities available for them too

It is a double edged sword

of handled properly ⇒ motive
 not - drastic facts materials, selection, working
 hence need sound promotion policy.

- ① Praxis o transparent
- ② clearly superior security based/most based
- ③ frequent promotion: X [higher wage belt + maturity]
- ④ Promotion should be preceded by performance ev + job analysis
- ⑤ partner + take int confere - labour union
- ⑥ if on basis of competence of the openings for promotion should be employed promotion

Removal of most based promotion

⑤ - generally in PSU, cases of unit part owned undertakings etc

(+) Loyalty reward
• less chance of opportunity cost
• respect for experience
• it's possible
• easy to administer
• Kohan runs well on it -

(-) Loyalty has
measure of
competence
• mistakes you
create for it

Next board: As per preference evaluation - wherever best.
(+) Competing ones
• retain talents
• redundancy ↓

Spent 1m
unnecessarily most kind
power

Rehman - locked in movement (decide in state / pay)
why → • disloyalty acts • promote not able to adjust
• no reasons
• M&A
• skills obsolete

Transfer - lateral movement from 1 job to another without
change in responsibilities or remuneration
(+) • promote in dept, couple in assets
• transparent policy
• accurate response
• career of
handoffs
• should be minimum
of period 5/10
2 handoffs

Types of transfer
(+) Redundant - shortly surplus
(2) Remedial - remedial due to poor reasons eg: maladjustment
(3) Versatility transfer → diff
for ↑ skills set + experience
breaks job monotony
old job
with
supervisor

Separation
voluntary / involuntary
↓
(4) shift transfer
(5) replacement transfer

Outplacement retirement
(1) → when on own terms due to dissatisfaction
better job opportunity available
(2) → end of career

Involuntary - when employer it - why
(1) lean period (2) faulty hiring (3) divergent behaviour
of employees
with
vitality for em

It is
dep names - discharge, layoffs, retraining, VRs
Discharge → when no more desirable to retain employees. should be last resort as

- ① relief of HR policies
- ② expenditure - to fund new ones
- ③ he will be made to act as -

13.

Layoffs → temporary repairs of employee due to mortality of employees to part employment.

Why → need may not be specified by employer.

- ① shortage of coal power, raw materials.
- ② Accumulation of stocks.
- ③ Breakdown of machinery.

can't meet load / seniority based / shortest pd / value based / best retained

signals

Retrenchment - termination of employees due to

- ① replace of labour
- ② dept closure due to lack of demand

reduced. v/s layoffs
↓
temporary / permanent / employment

↳ v/s dismissal → employee responses
1-2 reasons

level, layoffs
employees
employed

VRs - Voluntary return where
seminar about / fallen hand shake with handover

compensation -
why
- reduce staff strength lower - save costs

repare money - cost savings →
competent left, incompetent removed

Right-sizing / downsizing

reducing the size of workforce to maintain overall
through planned elimination of jobs, why
① to streamline structure ② org restructuring

Direct advancement:

- (5) - employee morale - naturally is co due to ~~some~~ ^{work} effort ↓
- Parity of duties of employees:
 - parity
 - bad mouth
 - uniform salaries

Guidelines

- make decision quite soon, who stays / goes
- retain / reemploy
- morale of employees
- part time employees / part sharing

Wishes to be
done in
the
company

Management imp. has some ^{total} ^{disposal} aspect -

displacement