

CHAPTER – II

HUMAN RESOURCES MANAGEMENT

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CHAPTER II

HUMAN RESOURCES MANAGEMENT

2.1 INTRODUCTION :

Human resources management are known by different names like labor management, labor administration, labor management relation, employer-employee relations, industrial relations, personal administration, personnel management, human capital management, human assets managements or human resources management.

Human resources management means employing people, developing their resources utilizing, maintaining and compensating their services in job and organizational requirements. Human resources management is the management of employee's skills, knowledge, abilities, talents, attitudes and creative abilities etc.

Definition of human resources management:

Human Resources Management is the part of management process which develops and manages the human elements of enterprise with the resourcefulness of the organization's whole people in increasing their knowledge, skills, talents, attitudes and creative abilities and their potentialities for effective working. Each worker is a part of resource of organization. Human Resources Management must be followed by rule "Gives love and get love".

2.2 FUNCTIONS OF HUMAN RESOURCES MANAGEMENT:

1. Creating and promoting human resources philosophy in the organization and getting the commitment of top management.
2. Determining the human resources needs of the organizations.

3. Educating the executives and managers regarding the various aspects of HR approach.
4. Conducting research, collecting information, analyzing, interpreting, and utilizing the research data for the policy making and manpower planning.
5. Formulating and establishing HR planning and carrier planning.
6. Recruitment, selection, placement and replacement etc.
7. Designing, developing, introducing, and directing the human resources development programs. Developing and maintaining effective communication system.

The Managerial Functions of Human Resources Management:

1. Planning:

It is advanced course of action. Planning is the determination of personnel programs and changes in advanced that will contribute to the organization's goals.

2. Organizing:

An organization is a structure and process by which group of human beings doing its task among its members. Towards achievement of common objectives and this is possible only after establishing good relationship among the employees.

3. Directing:

The basic function of personnel management is motivating, commanding and leading the people. The willing and effective co-operation of employees for the achievement of organization's goal is possible through proper direction. Increasing the maximum potentiality of the people is possible through motivation and command. So the direction is important function in building sound industrial human relations which is very important for securing employees contribution.

4. Controlling:

After planning, organizing and directing the various activities of the performance is to be verified in order to know personnel functions are performed according to the plans and directions. Controlling involves checking, verifying and comparing the actual work with the plans.

Operative Functions of Human Resources Management:

1. Employment:

a) Organizational design:

- I. Job analysis
- II. Job Design

b) Human Resources Planning:

- I. Recruitment
- II. Selection
- III. Placement

2. Performance Appraisal:-

- a) Training
- b) Management Development
- c) Career planning and development.
- d) Organizational changes and organizational development.

3. Compensation management:-

- I. Job evaluation
- II. Wage and salary administration.

4. Human Relations:-

- I. Motivation
- II. Moral
- III. Job satisfaction
- IV. Communication

V. Disciplines and procedures.

VI. Quality of Work.

2.3 SCOPE OF HUMAN RESOURCES MANAGEMENT:

1. A cardinal workers management relationship would be possible.
2. Management could be able to understand their people in better way.
3. A situation would be created in the organization for the employees to enjoy their work and get job satisfaction.
4. Management could be able to get better co-operation from workers.
5. Employees could be able to get a sense of accomplishment of the target work.
6. The organizational efficiency for the reasonable livelihood, the social satisfaction of working together as members of a group and individual job satisfaction of the workers can attained.
7. Because of HRM human relationships, molding and developing the human behavior and attitude towards the job and organizational requirements.

Human Resource Management :

Human resource management is know by different names like labour management, labour administrations, labour management relations, employer-employee relations, industrial relations, personnel administration, personnel management, human capital management, human assets management or as a human resource management.

Human resource management means employing people, developing their resources utilization, maintaining and compensating their services in

a job and job organizational requirements. Human resource management is a management of employee's skills, knowledge, abilities etc.

The actual job of a manager is to getting work done by people. It means working with the people, winning their co-operation and energetic enthusiasm, it is the actual task of a manager. In a nutshell human resource management is at centre point which play a crucial role to play in modern changing management.

Nature of Human Resource Management

HRM is concerned with the human beings in an organization. It reflects a new philosophy, a new outlook, approach, and strategy This views organizations manpower as its resources and assets.

Resources are the collective means for production, support and defense as well as source of strength and aid these are human wealth. Human capital or manpower can be treated as human resources.

2.4 IMPORTANCE OF HUMAN RESOURCES :

Human resources may be thought as “the total knowledge, skill, creative abilities talents and aptitudes of an organizations work force as well a values, aptitudes and benefits of an individual involved in. it is a sum total of abilities, acquired knowledge and skills represented by employed person.

Human resource is the most valuable asset a organization and not money or physical equipment. It is an important economic resources covering all human resource in organized and an unorganized sectors who are working at all the levels supervisors, executives, government employees, blue and white collar workers, managerial, scientific engineering, technical, skilled, or unskilled persons who are employed in creating, designing, developing, managing and operating productive,

service and economic activities. Human resources are utilized to maximum possible extent to achieve individual and organizational goals. Organizations performance and its success are mainly based on a quality and capacity of human resource.

2.5 PERSONNEL MANAGEMENT :

Personnel management is variously known as personnel administration, manpower management, labour management industrial relations, employee relations or human resource management.

Definition and meaning of personnel management

“It is a method of developing potentialities of employees so that they get maximum satisfaction out of their work and give their best efforts to their organization.

Pigors And Myres

“It is concerned with planning, organizing, directing and controlling of the procurement, development, compensations, integration of people for the purpose of controlling to organizational, individual and social goals.”

Flippo, Edward

“Personnel management is that part of management which is concerned with people at work and with their relationship within an enterprise; it applies not only to industry and commerce but to all field of employment.”

Features of Personnel Management :

- It is concerned with individual as well as group.

- It helps the employees to develop their potentialities and capacities to full, to get them work satisfaction.
- It helps to get willing cooperation of people to achieved desired goals.
- It includes functions like planning, directing, controlling of recruitment, selection, development utilization, accommodation, compensation,
- It covers all level of personnel blue collared (like craftsmen, foreman, and operators) white collar like professional technical managers, officers, clerks and sales workers.

Personnel Management As A Base Of HRM

It is concerned with individual and groups. it includes functions like planning, direction, and control of various operative functions of manpower estimations, recruitment, selection, training and development, motivation, compensation, welfare activities, working conditions, disciplinary and grievances etc. it covers all levels of personnel in working organization.

Objective Of Personnel Management

- 1) To maintain good relationship within an organization.
- 2) To enable each person to make his maximum personnel contribution to organization as a member of working group.
- 3) To achieve these things through respect of human personality and the well being of individual.

Concept Of Personnel Management :

Following characteristics can be noted about personnel management

1) To manage people

Personnel management is concerned with managing people at work. It includes rank and file employees, it also includes higher personal and unionized and non unionized labour means it includes all levels o personnel.

2) Directing workers

It is concerned with the individual and group of employees to get their active investment in organizations activities.

3) Develop personnel

It is concerned with the helping employees to develop their potentialities to maximum possible extent, so that they may get great satisfaction from their job.

4) Personnel management applicable to all organization

Personnel mgt is useful not only in industries but it is also useful in government department, military organization and non profit institutions.

5) Personnel mgt is of continuous nature

Personnel mgt cannot be practiced for one hour each day or day of a week, but personnel mgt requires constant alertness of human relations and their importance in everyday operations.

6) Personnel mgt leads to co-operation

Personnel management attempts at getting the willing co-operations of people for the achievement of desired goals.

Importance of Personnel Management :

A) Social Significance Of Management

- 1) Providing suitable employment.
- 2) Making maximum utilization of the resource in an effective

manner.

- 3) Eliminating waste or improper use of human resources.

B) Professional significance

- 1) Maintaining the dignity of employees as a human being.
- 2) Providing maximum opportunities for personnel development.
- 3) Providing healthy relationship between different work groups.

C) Significance for Individual Enterprise

Personnel management secures willing co-operation from employees who is necessary for the achievement of goals and fulfilling their own social and psychological needs of recognition affection.

Different Approaches To Personnel Management :

1) Commodity approaches towards labour

The wages are high when labour is scarce in relation to demand and wages are low when labour is in excess of demand. This gives rise to an idea that labour are just like commodity and it can be bought like any other commodities.

2) The protective approach

The various facilities like first aid, safety, lunch rooms, and rest rooms are introduced to provide the welfare facilities. It is considered as a duty of employer to provide protection facilities to workers.

3) The humanitarian or social approach this approach states that factory is a social system and its employees are human beings with same human values, so the management should be humane with them and respect.

4) Profit sharing

According to this approach workers are considered as a partner and they have agreement with employer to share the profits of organization.

5) Collective bargaining

In this approach representative of mgt and representative of workers enter into an agreement on the various matters between two. The views and thoughts of workers taken into consideration for solving any problem and dispute.

2.6 MANPOWER PLANNING :

Introduction :

The manpower resource is most important factor for survival and prosperity of a firm buy the same materials and machines, the people in a firm make the difference in the final product. Thus the prosperity and success of any business mainly depends upon the quality of its manpower and their performance the manpower planning is the must and should for every industrial houses.

Meaning And Definition :

Manpower of human resources is a “total knowledge, skills, abilities, talents and aptitudes of an organization workforce and benefits of an individual involved. I is the sum total of abilities acquired knowledge and skills represented by talents and aptitudes of employed persons.”

Manpower planning and human resources planning are synonymous. It means “the process by which mgt determined how an organization should move from its current position to its desired

manpower position. Through mgt planning to have the right number and right kinds of people at the right places, at the right time to do things which result in both organization and individual may receive maximum long-range benefit.

Mr. Colemass has defined manpower planning as the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organization.

Important Elements Or Principles Of Manpower Planning

- 1) Determining the manpower requirements for the entire organization.
- 2) Making adjustment of manpower for various factors like expansion or contraction part of organization, raising productivity of various factors.
- 3) Creating and assessing manpower inventory.
- 4) Developing the talents among employees selected for advancement.

Manpower Planning Includes Following Activities.

- A) Forecasting future manpower requirements based on future plan of company.
- B) Making an inventory of present manpower resources and assessing the extent to which these resources are employed.
- C) Anticipating manpower problems by projecting present resources into future and compare them with forecast of requirements,
- D) Planning the necessary programmed of requirements selection, training, developing utilization, transfer and promotion, motivation etc.

Factors To Be Considered For The Working Of The Manpower Planning :

- 1) The decision regarding the fields in which organization will take its efforts.
- 2) A view on all shares which an organization hopes to achieve in the overall market. For goods and services supply by organization.
- 3) The estimation about the resources, production, sales capacity which may be needed by firm to get the advantage of market.
- 4) Production, marketing plans targets should be prepared for period for which planning is undertaken.
- 5) The area of activity of firm.
- 6) A complete survey of government policy which would determine the plans of manpower.

Methods Used for Working Out the Manpower Planning

1) Executive judgment :

This may be done from the bottom up by asking junior manager to outline their requirements of manpower and passing estimates to the organization. It is most commonly used method of assessing the manpower planning.

2) Statistical Techniques :

This method is applied in manpower planning on the assumption that development in future will exhibit the continuity with the past.

3) Work Study :

According to this method forecast should be converted into production scheduled and programmers of work standard fixed on the basis of work study technique. It is used to find out how many men will be required to employment schedule and programmed.

4) Productivity management :

It is concerned with output per man hour. The output given in forecast is divided by labour productivity is output per man hour.

Steps of Manpower Planning :

1) Deciding Goals and Objectives.

The goals may short or long term. The short term goals may relate to six months to one year. Long term may be to start new industry to expand market, to produce new product etc.

2) Estimating the future organizational structure and overall manpower requirements.

After estimating what the future organization structure should be the next step is to draw up requirements of human resource both for existing department and for new vacancies.

3) Auditing human resources

Once the future human resources needs are estimated the next step is to determine the present supply of manpower resources through skills, inventory it contains data about each employees skills, abilities, work programmers and information which indicates his overall value of the company.

Process of Manpower Planning :

- 1) Deciding goals or objectives
- 2) Estimating the future organizational structure and overall manpower requirements.
- 3) Auditing human resources.
- 4) Planning job requirements and job description.
- 5) Developing a human resources plan.

Objectives of Manpower Planning :

- 1) It helps to develop the quality of manpower.
- 2) It helps to solve problems of skilled and unskilled persons.
- 3) It helps to make qualitative and quantitative evaluation of manpower.
- 4) To develop and use strategy of manpower through systematic efforts towards their proper placement and development.

2.7 RECRUITMENT :

Introduction of Recruitment:

Recruitment has been regarded as the most important function of personnel administration, because unless the right type of people are hired, even the best plans, organization charts and control system would not do much good. Recruitment forms the stage in the process which continues with selection and ceases with the placement of the candidate. It is the next step in the procurement function, the first being the manpower planning. Recruiting makes it possible to acquire the number and types of people necessary to ensure the continued operation of the organization. Recruiting is the discovering of potential applicants for actual or anticipated organization vacancies. In other words it is a linking activity bringing together those with jobs and those seeking jobs.

Meaning of recruitment:

Recruitment is a process of finding out candidate out candidate, who are increase to apply who are increase to apply and selection is a process of choosing someone out of many candidates therefore it is said that the selection is recruitment but recruitment is not selection. Recruitment precedes the selection process.

“It is a process to discover a sources of manpower to meet the requirements of staffing schedules the manpower in adequate number to facilitate effective selection of efficient workforce.”

“It is a process of searching for prospective employees and stimulating them to apply for the job in the organization.”

Sub-System of Recruitment :

- 1) Finding out and developing the sources where the require number and kind of employee will be available.
- 2) Developing suitable technique to attract the candidate.
- 3) Employing the technique to attract desirable candidates.
- 4) Stimulating as many candidates as possible because only after having adequate number of candidate who is apply for the post of is helpful to manager to make proper selection from that many candidate.

Objective of Recruitment:

- 1) Through attract the people who are having knowledge, skills and experiences that suit the present and future organizational needs.
- 2) To make the introduction to the outsider with the new approach and ideas this will help to lead the company.
- 3) To influence the fresh blood and young talented candidates at all levels of the organization.
- 4) With the new recruitment policy one may develop and organizational culture which may attracts competent people towards the company.

- 5) The main purpose of recruitment process is to make search of the people whose skills and talent is more suitable and fit for company's value.
- 6) One of the major objective of recruitment is to find out talented and intelligent candidates globally and not just within the company.
- 7) In the recruitment process more importance are given on the quality of candidate and not on the quantity.
- 8) To anticipate and find new people and new post or new position for the development of the company.

Factors Affecting Recruitment;

A) Internal Factor :

- 1) Recruitment process is mainly based on companies pay package which is going to providing by organization to the employees.
- 2) The choice of require candidate are also mainly based on quality of work life.
- 3) The organizational culture is also going to effect on the recruitment process. Because if the companies is develop then it is going to give a various facilities to the employees.
- 4) Recruitment policy of the company has to work according to the company's carrier planning and growth.
- 5) The company size also has much effect on recruitment process because if the company is big than require to adopt lengthy process of recruitment.
- 6) Any organization recruitment process is based on that company's production quality and services rendered.
- 7) Organizational geographical spread of operation is going to have efficient effect on recruitment.

- 8) The position of trade union available in company the cost or value incurred for the recruitment is also going to involve in recruitment.
- 9) Companies name, fame and goodwill have efficient effect on recruitment.

B) External Factor's:

- 1) Socio- economic factors
- 2) Supply and demand factors
- 3) Employment rate
- 4) Labor market conditions
- 5) Political, legal and governments factors like reservation for sc. Obc. St. Etc.
- 6) Information system which is use for the recruitment process like employment exchange, advertisement, interview.

Recruitment Policy:

Recruitment policy is mainly based on personnel policy of the same organization which includes the recruitment process, recruitment sources, social responsibility for the weaker section and women employees in the organization. Recruitment policy work as guidelines in the organizational process. Recruitment policy should take into consideration following factor while preparing or formulating recruitment policy.

- 1) Government policy
- 2) Personnel policy's if other commentating organization
- 3) Organizational own personal policy
- 4) Recruitment sources
- 5) Recruitment needs
- 6) Recruitment cost
- 7) Selection criteria and preferences.

Sources of Recruitment

The sources of recruitment are broadly into two categories they are internal sources and external sources. Internal sources are within an organization and external sources are outside the organizational fields.

❖ INTERNAL SOURCES:

A) Present Permanent Employees:

Organizations consider candidates from this source for higher level jobs because of availability of most suitable candidates for jobs and to meet the trade union demands and another reason of this source is to the policy of organization and to motivate the present employees.

B) Present Temporary Or Casual Employee:

Organizations find this source to fill vacancy at the lower level and the main reasons of this source are the availability of suitable candidates in orders to motivate them on their present job.

C) Retired Employees:

Generally a particular organization select the employees or takes the candidates for employment from the retired employees the main reason of this source is trade union pressure or some time the organization like to reemploy the retire employees in the some organization as this persons are having lot of experiences skills in their field.

D) Dependence Of Deceased, Disable, Retires And Present Employee:

Some organization with the view to make the development and fulfill the commitment, loyalty not only the employees but also his family member the main reason of this sources is to build up image by providing

employment to the dependence of deceased, disable and present employees, this source is an effective source of recruitment.

❖ **EXTERNAL SOURCES:**

A) Campus Recruitment:

Different types of organization like industries, business, firms, and service organization, social or religious organization can get in experience candidates different types from various educational institutions like colleges and universities mainly in the education field of science, commerce, arts, engineering, technology agriculture, medicine, management studies etc. and trained candidate in different coeres.

B) Private Employment Agencies (Consultants)

Private employment agencies or consultant in India perform the recruitment function on behalf of client companies by charging fees. Line manager are mainly depend on this source of recruitment so that they can more concentrate on their agencies or consultants.

C) Public Employment Exchange:

The government set up public employment exchanges in the country to provide information about vacancies to the candidates and to help the organization in finding out suitable candidates. The employment exchange act of 1956 makes it obligatory for public sector or private sector enterprises in India to feel the vacancies through public employment agencies.

D) Professional Organizations:

Professional organizations or association maintain and keep a complete bio-data of their members and provide them some information

to the various organizations and industries as per their requirement they also act as exchange between their members and recruitment firms in exchange of information's and clarify about doubts etc.

E) Data Bank:

The management can collect the bio-data of a candidates from the different sources kike employment exchange, educational training institute campus etc. and feed them in computer it will become another source and the company can get the necessary information as an when it need to recruit.

F) Casual Appliances (Application At The Gate)

Depending on the image of the organization its response, participation of organization in local activities, level of unemployment a candidates apply casually for jobs through post or hand over the applications in personnel departments. This would be a most suitable source for a temporary and lower level jobs. Most industrial units relay to some extent on the casual labor which presets itself them at the factory gate or employment office.

G) Similar Organisations:

Generally experience candidate are available in organizations producing similar products or who are engaged in similar business the management can get more suitable candidates from this source. This would be the most effective source for executive positions and for newly establish organization.

H) Computer or Internet Sources:

When a company desires a particular type of employee, job specifications and requirements are fed into a computer, where they are

matched against the resume data stored there in. the output is a set resumes for individuals who meet the requirement. This method is very useful for identifying the candidates for hard-to-fill positions.

I) Advertisement:

The external method involves advertising in newspaper, in the radio, in trade and professional journals, technical magazines. Advertising in trade journals, newspapers is the most frequently used method, when qualified or experience personnel are not available from other sources. Senior posts are largely filled by such methods when they cannot be filled by promotion from within internal sources.

2.8 SELECTION:

Introduction:

After identifying the sources of human resources searching for prospective employees and stimulating them to apply for the jobs in an organization the management has to perform the function of selecting the right employees at the right time and a right place the guiding policy in selection is the main intension to choose the best qualify and suitable job candidates for each field job the objective of selection decision is to choose the individual who can more successfully perform the job from the lot of qualified candidates. The selection procedure is the system function and devices adopted in a given company to find out whether the candidates specification are matched with the job specifications are requirement or not.

Meaning of Selection:

Selection is a process of choosing some best and talented candidates out of many candidates therefore selection is part of recruitment also.

Selection Policy:

While formulating a selection policy, duty and professional dimensions of selection procedures. Yoder and others have suggested goals, technological issues; cost factors, extent of formality, etc. in other words an effective policy must asserts the why and what aspects of the organizational objectives.

Essential of Selection Procedure:

The selection procedure adopted by an organization is mostly made to meet the particular needs. Procedure is depending on three factors.

- 1) The nature of selection. Whether faulty or safe because a faulty selection affects not only the training period that may be needed, but also results in heavy expenditure on the new employee and the loss that may be incurred by the organization in case the job occupant fails on his job.
- 2) The policy of the company and the attitude of management. As a practice some companies usually hire more than the actual number needed with a view to removing the unfit persons from the jobs.
- 3) The length of the probationary or the trial period. The longer the period. The greater the uncertainty in the minds of the selection candidates about his job.

Steps in Selection Procedure :

1) Application Blank:

Necessary information about applicant is requiring considering fir appointment generally the candidates are asked to apply on companies application form known as application blank given in the advertisement itself. The main reason of this is to ger the information in detail about the applicants. It contains the no of questions which are requiring to fill and

which will give clear idea about the candidates. For ex. Name,age. Sex qualification, experience other coerces and activities.

2) Screening :

Screening it is the practices followed in most of the companies to ask the applicant to mention the name of referees to whom the manager came make inquiry about the integrity general character and ability of the applicant so the character is checked by asking referees and only if the opinions are favorable comment the application are rejected.

3) Personal Interview:

Only the screened application is considered for the selection and firm will send them interview letters. The personal interview is compulsory process because by this interview the manager can understand the positive and negative qualities of the applicant. In a personal interview a single individual is interviewed. The close contact between interviewer and interviewee is possible which help to get detailed knowledge about intimate and personal aspects of individual. Attitudes and changes in them may best be secured by the personal method I.e. interview.

4) Tests :

Tests are an additional method through which the applicant's suitability fir the job can be tested. The test is classified on the basis of

- a) On the basis of human behavior
- b) On the basis of use of tests.
- c) Individual or group test.

Classification On The Basis of Human Behavior:

- a) Aptitude test b) Achievement test c) Personality test d) Interest test.

Classification On The Basis of Use or Tests:

- a) Selection test b) Classification test c) Placement decisions

Tests are use in business for three reasons:

- a) For the selection and placement of new employees.
- b) For appraising employees for promotional potential
- c) For counseling employees.

5) Medical Test :

Even though the applicants are eligible and suitable for the job he must be physically strong and fit for the job. For the medical examination is conducted. Because a physically unfit person can not perform effectively so each one should go from this examination step.

6) Reference Checks:

The use of references is common in most selection procedures, for it involves only a little time and money, and minimum of effort. The procedure places reliance on the evaluation of former employers, friends and professional personnel. Check on references is made by mail or by telephone, and occasionally in person, or by using a reference form.

7) Final interview and appointment:

Only the selected applicant is called for final interview and his suitability is measure from different test and physical reports the job must be explain to him a long with detail information. Which are required in perfuming the duties efficiently?

If everything is in favor of applicant then an agreement must be done by him. This agreement contains duties, authorities and responsibilities and conditions. It is followed by an appointment order which contains designations, job required to be perform, salary, incentives and other financial benefits.

2.9 EMPLOYEE TRAINING :

Introduction:

Employee training and development is not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain available and knowledgeable workforce.

Training is a process of learning sequence of programmed behavior. It is application of knowledge it gives people awareness about rules and procedure to guide their behavior and performance.

Development is a related process which improves not only the performance but also made growth of personality, help individuals to make progress of their capacities organization equip person to earn promotion and hold greater responsibility training a person for a bigger and higher job is development this include specific skill and knowledge and personality and mental attitudes education is understanding and interpretation of knowledge education is not much different from development.

Distinction between Training and Development:

Training is a short term process utilizing a systematic and organized procedure by which non managerial personnel learn technical knowledge and skills for definite purpose.

Development is a long term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose.

Difference between Training & Development:

<u>Training</u>	<u>Development</u>
1) Training is an instruction in technical & mechanical operations.	1) Development is the education about philosophical & theoretical concepts.
2) Training is designed for non managerial personal.	2) For managerial
3) Training is short term process	3) Development is long term process
4) Specific job related purpose	4) General knowledge purpose.

Need for basic purposes of Training:

- 1) To increase Productivity.
- 2) To increase Quality.
- 3) To increase Organizational climate.
- 4) To increase health & safety.
- 5) To prevent absenteeism.
- 6) Personal growth.

Responsibility Of Training:

- 1) The top management – Which frames training policy.
- 2) The personal Department –Which plan, estimates & evaluates instructional programmis.
- 3) The supervisors –Who implement & apply developmental procedure,
- 4) Employees Themselves: who provide feet back revision suggestions for educational programmers.

Principles of Training Programme:

- 1) Learning.
- 2) Motivation
- 3) Progress Report.
- 4) Reinforcement.
- 5) Practice.
- 6) Individual Differences.
- 7) Whole or part of work it will depend on the nature of the job be trained.
- 8) Accuracy.
- 9) Understanding.

Training Policy:

It should be clear and include following factors:

- 1) It is the responsibility of management and it requires overall planning till selection and final programmers.
- 2) Programmer should be based on needs.
- 3) It should relate with education system imparted by schools, colleges and universities.
- 4) It must develop efficient workers and provide scouting to them.
- 5) Its intention should be to acquire skill and self improvement and make them capable for promotion.

Steps Involved in Training Programme:

a) Discovering the training needs:

It is essentiality or necessity of training, important reason behind training should be find out.

b) Getting ready for job:

Is to deterring who needs to be trained? Whether training is

necessary for new employees of for old employees of for supervisory staff of for selected employees? Ie ,man of subjective analysis.

c) Presentation of operations and knowledge:-

i.e., operational analysis instructions should be given clearly, completely so learner should perform his job with maximum effectiveness.

d) Preparation of trainee or learner:-

i.e., to create his interest and desire for learning.

e) Performance try-out:-

Important steps should be taken for testing the trainee and in evaluating the effectiveness of training programme e.g Giving oral of written test to ascertain what he has learnt.

f) Follow-up:-

It includes steps like putting a trainee on his job, checking frequency to make sure that he has followed instructions.

Classification of Training Method:

a) On the job:

employees are coached instructed by skilled co- workers, by supervisors, by the special training instructors they learn job by personal observation and practice.

b) Vestibule:- (Training center)

This method attempts to duplicate on the job situation in a co-classroom. It is a classroom training which is given with the help of equipment and machines which are used in place of work.

c) Demonstration and Examples:-

In this trainer will describe and display something, as when he teacher an employee how to do something by actually performing the

activity himself and by going through a step by step explanation of why and what he is doing.

d) Apprenticeship:

For training in crafts, trade and in technical are such kind of method is used such training requires long time 2-3 year.

Class-room or off the Job Methods :

It means training is not a part of everyday job activity it insular.

(1) Lectures:

It means for large group which are to be trained in short period. It use when facts, consents, principles, attitudes, Terries and problem solving abilities are to be thought.

(2) Conference Method:

It is a formal meeting, conducted in accordance with an organized plan, in which leader has to develop knowledge and understanding by obtaining a large amount of oral participation.

(3) Group Discussion Method:- (Seminar)

It may be based on a subject selected in consultation with person who is in charge of seminar.

(4) Case Study Method:

It is based on the belief that managerial competence can be attained through proper study, deep information and discussion of concrete cases.

(5) Role – playing method :-

In it trainees act out a given role on they would in a stage play. 2 or more trainees are assigned parts to play before the rest of class they are informed about situation and about planning.

(6) Programmed Instructions (by machine):-

It involves a sequence of step which are often set up through

the central panel of a electronic computer as guides in the performance of a desired operation.

Training Evaluation:-

Objective of this to find out the effective performance of workers it include.

- (1) Reaction:- Evaluate trainees reaction to program did he like program or not.
- (2) Learning: - Did learner learn the principles, skills, and fact that supervision wanted to learn them.
- (3) Behavior: - Whether trainees' behaviors change because of training program.
- (4) Result: - Did he learn how work as machine.

2.10 EXECUTIVE DEVELOPMENT PROCESS:-

- (1) Organization planning :
To determine company's present and future needs.
- (2) Programmed forgetting:
To focus company's efforts on most successful areas.
- (3) Ascertaining key position requirements:-
Find out basic requirements of managerial position.
- (4) Managerial Appraisal:-
To evaluate periodically the abilities and performance of individuals.
- (5) Replacement of skills inventories:-
To indicate persons qualified for managerial replacement.

(6) **Planning of individual development program:-**

To provide specific development programme for promising managers.

(7) **Appraising existing program:-**

To find improvement areas for future programs.

Objective of Managements Development :-

- (1) To develop managers to perform better on their present assignments.
- (2) To prepare them for higher assignments.
- (3) To provide a study source of competent persons at all levels to meet organizational needs.
- (4) To help them grow fast.
- (5) To prevent of replace the elderly executive by highly competent, qualified workers.

Methods Of Manager Development:-

A) On the Job-Techniques:

(1) The coaching Method –

The superior plays the role of guide and the instructor the coach set some goals and tell trainee what he wants to and suggest how it may be done follow up suggestions and corrects errors.

(2) Job Rotation or channel method of Development:

It refers to the transfer movement of executives from one job to another and from one plan to another on some planned basis for educational learning purposes.

(3) Understudy Assignment or Attachment method :

An understudy is a person who is under training to assure at future times. The full duties and responsibilities of position currently held by his superior in this way it is ensured that fully trained person is

available to replace a manager during his long absence or illness, or on his retirement, transfer or promotion.

(B) Off the Job Technique:

1) The Case Study :

In this method the trainees are asked to appraise and analyzes the problem situation and to suggests solution. It provides dissection among participation.

2) The Incident Method :

The central aim of this method is to make self development is necessary for productive purpose. It is combination of Intellectual ability practical judgment and social awareness and this method group members are given questions to discuss with leader.

3) Role Playing :

Roll playing method is creating more realistic situation the problems and complex are discuss with members than they have given different role to play.

4) Grading Training :

The managerial grid is an organizational development technique, the grid represent several possible leadership style.

5) Conference Method :

Under Conference Method the superior persons will come together to discuss different development matter.

6) Lectures Method :

In the Lecture Method expert person is going to give instructions to the other employees for development and improvement.

2.11 PERFORMANCE APPRAISAL :

Performance appraisal is the process of evaluating a manager performance on the job in terms of the requirements of the job. It is often linked with compensation and development plans and forms the basis of promotional policy.

In the process of appraisal the key performance areas are identified. There are critical activities of the role the person is playing. In a give KPA certain objectives are to be achieved, apart from this there are certain behavioral dimensions of each job like initiative innovativeness etc.

Appraisal always has the oral component of appraisal interviews where the supervisors and subordinate share their observations and concerns. Each responds to the issues raised by the other. Such discussions enhance mutual understanding. The data generated can be sent to higher management. This data is use for employee developments, development of the work group and development of the whole organization.

Objectives of Performance Appraisal :

- To prevent grievances
- To improve job performance
- To increase analytical abilities of supervisors
- To assist mgmt in promotion, demotion and transfer problems.
- To reveal areas where training is needed.

***Importance of PA:**

1) HR Planning:

On the basis of P.A. various decisions about promotion, layoff and demotion can be taken which is inseparable part of HRD.

2) Validation of Selection Procedure:

We select or particular employee on the basis of some section toll or technique and when we measure performance of that employee and good performance for that past.

3) Wages and Salaries:

Many companies are going to pay 'merit pay' i.e. one wages and salaries based on the performance of the employees.

4) Promotion:

For the purpose of doing Promoting or shifting any employee to further job or higher position it can be decided on the basis of performance appraisal him to the further job or the position should award best performer.

5) Transfers:

After transfer the employee has to undertake different job, responsibilities and P.A. techniques will tell us whether he is eligible for such transfer.

6) Lay off decision:

1) Lay of can be given to the poor performer such decisions can be taken with the P.A.

Methods, Techniques or tools for Appraising Performance:

A) Traditional Methods:

1) Straight Ranking Method:

In this whole man is compared with the whole man is ranking of a

man in a work group is done against that of another. The relative position of each man is tested in terms of his numerical rank.

2) Paired Comparison Method:

In this each employee is compared every trait with all other persons in pairs one at a time. Here judgment is easier and simpler than with the ordinary ranking method the number of times each individual is compared with other is written which give rank order of the entire group.

3) Man to Man Comparison Method:

Instead of Comparing a whole man to whole man personnel are compared to the key man in respect of one factors at a time it is also known as factor comparison Method.

4) Grading Method:

The rater considered feature and a makes them accordingly. Certain categories are first established and carefully defined the selected features may be analytical ability, cooperativeness dependability, self expression job knowledge, judgment. Leadership etc. they may be a outstanding, B very good, C good or average, D fair, E poor and B- very poor.

5) Graphic or Linear Rating Scale:

Employee's characteristics are included for appraisal like initiative, leadership cooperatives, dependability, attitude, ability to take decision, coordination. On this basis the rates are given to each employee.

6) Critical Incident Method:

It attempt to measure workers performance teems of certain evens or episodes that occur in the performance of rates job,.These events are also known as critical incidents.

7) Group Appraisal Method:

Employees are rated by an appraisal group. The superior explain to the group the nature of his subordinate's duties, the group then discusses the standard of performance for that job. The actual performance of job holder and offer suggestion for future if any.

8)Field Review Method:

Appraiser has given a list of question the supervisor has to require to give his opinion about progress level of performance, weaknesses, good points and outstanding ability the questions are asked and answered verbally.

B) Modern Method Of Appraisal :

1) Appraisal by results or management by objectives:

A recess where by superior and subordinate managers of an organization jointly identify its common goals define each individuals major areas of responsibility in terms of result expected of his and use these measures as guides for operating the unit and assessing the contributions of each of its members.

2) A assessment centre method:

Under it any evaluators join together to judge employee performance in survival situation with use of variety of criteria it is use to select employees for lowest supervisory position, assessment are made to offend at employees ability for promotion, assessment is done with a couple of employees and involves, paper, pencil test interviews.

3)Human assets accounting method:

It is done to find out firms internal human organization and its external customers goodwill. If able, we trained personnel leave a firm,

the human organization is worthless if they join it, human assets are increased if disturb and conflict prevail, the human enterprise is devaluated if teamwork and high morale revue, human organization is a very valuable assets.

2.12 WELFARE FACILITY:

The term labour welfare of one, which tends to various interpretations and it, has not always the same significance in various countries. As pointed out by the royal commission in labour.

The term welfare applied to the worker is one, which must necessity be elastic bearing a some what different interpretation in one country from another according to different social customs the degree of industrialization and the educational department of workers.

A significant definition describes labor welfare work as “the voluntary efforts of the employer to improve the living and working conditions of his employees the underlying welfare of the employee are study work a far and reasonable house of labor.

Types of labor welfare:

Extra Mural

Intra Mural

1) Extra Mural :

Services and amenities, which are provided out side the factory, are called as extra mural welfare activities.

These include good housing, medical facilities, recreation facilities, amusements games and sports educational lectures and debates etc.

2) Intra Mural:

These include amenity services, which are provided inside the factory.

Usually such amenities & services include the following.

- 1) These relating to prevent or prevention of industrial fatigue such as rest passes music etc.
- 2) Those relating to health and general being like sanitary conditions, latrines and urinals provision of drinking water, shelter etc.
- 3) Improve condition of employment better methods of the recruitment etc.

Classification:

1) Voluntary welfare activities:

This is based on philosophy and on the belief that it is a sound investment as it leads to efficiency of the workers.

All those activities, which are taken by the employer for the betterment of worker by providing facilities to their employees. Without pressure from the govt. are called as voluntary activities.

2) Statutory Welfare activities:

These included all those activities which are undertaken due to the provision of law passed by govt. for the general welfare of workers, statutory provision may be rating to the living conditions, minimum wages, sanitary conditions accommodation for workers etc.

3) Mutual Welfare activities:

These activities are those, which are organized by the trade union for the benefits of the workers. Thus these are activities for and by the workers for their mutual help and benefits.

2.13 MOTIVATION:

A manager gets work done through others. If there is any one key to getting work done through others. It is the ability to put other people into motion, in the right direction day after day.

Motivation is the process of challenging persons, inner drives so that he wants to accomplish the goods of the organ. Motivation is a behavior concept; by which we try to understand why people behave as they do? It concerns that dynamic process which produces a good, oriented behavior.

Terms of Motivation:

These are some terms, which are frequently used in the context of motivation.

They are follows:

1) Needs:

They are certain compulsions in a man and the individual in specific way to these compulsions.

2) Incentives:

Incentives are something, which incites or trends to towards some detritions. It is an external stimulus, which activates need and motivates to work.

3) Disincentive:

Disincentive is that which depends or lends to determination of action.

4) Drives:

Drives are the intra organic activities for a particular type of behavior. Drive is a force which will move a person towards a particular objectives.

Importance of Motivation:

Motivation results in creating a favorable work environment within the organization. It will add the will to work along with the ability to work for workers. Motivation will act as activator energies by directing the behavior of persons towards the accomplishment of goals. Understanding of motives and motivation theory provides great deal of goals. Understanding of motives and motivation theory provides great deal of insight into the reasons why different individuals exhibit different behavioral patterns in an organization.

Benefits of Motivation:

Voluntary co-operation:

Motivation will help in securing voluntary co-operation from the workers it creates will to work and confidence in the work force.

1) Organizational goals can be achieved :

Motivation will satisfy the needs of the workers and naturally there will be a sense of belonging and total involvement on the workers in the achievements of organizational goals.

2) Increases productivity:

The knowledge and the skill of workers can be used to best advantage of the organization there will be increased efficiency all this will result in increased productivity and quality of work.

3) Reduced grievances and accidents:

Workers will work with care, alertness and deal interest if they are properly motivated, this helps in lowering, the accidents late and the number of complaints and grievances will also come down.

2.14 WORKER'S PARTICIPATION IN MANAGEMENT:

In a democracy participation of the people in the political process is an essential ingredient of the systems. Similarly workers participation in mgmt is an extension of the political process to workplace system.

Participation is not merely to protect and further one's interests but it is also system of checks and balance on both the group which requires a great sense of responsibility and educated awareness to cope with the several aspects of the participate system.

“Mental and emotional involvement of a person in a group situation which encourages him to contribute to group and share responsibility in them.”

Objective of Worker's Participation In Management :

An instrument for improving the efficiency of enterprises and establishing harmonious industrial relations.

Increasing productivity for the general benefits of the enterprise the employees and the community.

Giving employees a better understanding of their role in the working of the industry and of the process of production.

Satisfying the workers urge for self-expression, thus leading to industrial peace, better relations and increased co-operation.

An Ideological point of view to develop self- management in industry.

An attempt is made in the following chapters to analyse the HRM practices in Datta Founders and Engineers.