

**DARBHANGA COLLEGE OF ENGINEERING
DARBHANGA**



**Course File
PERSONNEL MANAGEMENT AND INDUSTRIAL
RELATION**

Faculty Name:

Mr. Akhil Mohammed K K

Assistant Professor

ELECTRICAL & ELECTRONICS ENGINEERING

CONTENTS

1. Cover Page & Content
2. Vision of the Department
3. Mission of the department
4. PEO's and PO's
5. Course objectives & course outcomes (CO's)
6. Mapping of CO's with PO's
7. Course Syllabus and GATE Syllabus
8. Time table
9. Course Handout
10. Lecture Plan
11. Assignment sheets
12. Sessional Question Papers
13. Previous year Question Papers
14. Question Bank
15. Power Point Presentations.

Vision of the Institute

To produce young, dynamic, motivated and globally competent Engineering graduates with an aptitude for leadership and research, to face the challenges of modernization and globalization, who will be instrumental in societal development.

Mission of the Institute

1. To impart quality technical education, according to the need of the society.
2. To help the graduates to implement their acquired Engineering knowledge for society & community development.
3. To strengthen nation building through producing dedicated, disciplined, intellectual & motivated engineering graduates.
4. To expose our graduates to industries, campus connect programs & research institutions to enhance their career opportunities.
5. To encourage critical thinking and creativity through various academic programs.

Vision of the Department

To produce comprehensively trained, socially responsible, innovative electrical & electronics engineers and researchers of the highest quality to contribute to the nation's imprint on the world stage.

Mission of the Department

1. To provide world class teaching and mentoring to the students.
2. To create Engineering graduates well equipped with the skills of relevant simulation softwares required in the field of electrical and electronics engineering.
3. To motivate graduates towards innovations and research in the field of electrical & electronics engineering, relevant to the welfare of the society.
4. To create graduates well prepared to modern and global industry requirements.
5. To expose our graduates to the latest technology and research through industry and research institutes collaborations.

PSO 1. An ability to identify, formulate and solve problems in the areas of Electrical and Electronics Engineering.

PSO 2. An ability to use the techniques, skills and modern engineering tools necessary for innovation.

PEO 1. Graduates will excel in professional careers and/or higher education by acquiring knowledge in Mathematics, Science, Engineering principles and Computational skills.

PEO 2. Graduates will analyze real life problems, design Electrical systems appropriate to the requirement that are technically sound, economically feasible and socially acceptable.

PEO 3. Graduates will exhibit professionalism, ethical attitude, communication skills, team work in their profession, adapt to current trends by engaging in lifelong learning and participate in Research & Development.

Program Educational Objectives

PEO 1. Graduates will excel in professional careers and/or higher education by acquiring knowledge in Mathematics, Science, Engineering principles and Computational skills.

PEO 2. Graduates will analyze real life problems, design Electrical systems appropriate to the requirement that are technically sound, economically feasible and socially acceptable.

PEO 3. Graduates will exhibit professionalism, ethical attitude, communication skills, team work in their profession, adapt to current trends by engaging in lifelong learning and participate in Research & Development.

Program Outcomes of B.Tech in Electrical and Electronics Engineering

1. Engineering knowledge: Apply the knowledge of mathematics, science, engineering fundamentals, and an engineering specialization to the solution of complex engineering problems.

2. Problem analysis: Identify, formulate, review research literature, and analyze complex engineering problems reaching substantiated conclusions using first principles of mathematics, natural sciences, and engineering sciences.

3. Design/development of solutions: Design solutions for complex engineering problems and design system components or processes that meet the specified needs with appropriate consideration for the public health and safety, and the cultural, societal, and environmental considerations.

4. Conduct investigations of complex problems: Use research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of the information to provide valid conclusions.

5. Modern tool usage: Create, select, and apply appropriate techniques, resources, and modern engineering and IT tools including prediction and modelling to complex engineering activities with an understanding of the limitations.

6. The engineer and society: Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal and cultural issues and the consequent responsibilities relevant to the professional engineering practice.

7. Environment and sustainability: Understand the impact of the professional engineering solutions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.

8. Ethics: Apply ethical principles and commit to professional ethics and responsibilities and norms of the engineering practice.

9. Individual and team work: Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.

10. Communication: Communicate effectively on complex engineering activities with the engineering community and with society at large, such as, being able to comprehend and

write effective reports and design documentation, make effective presentations, and give and receive clear instructions.

11. Project management and finance: Demonstrate knowledge and understanding of the engineering and management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.

12. Life-long learning: Recognize the need and have the preparation and ability to engage in independent and life-long learning in the broadest context of technological change.

Course Description

This course is design to impart the basic and theoretical concept in the field of Industrial Relations and Personnel Management. The course work provide theoretical knowledge to the student to develop their mind, self-confidence, innovativeness and self-reliance in designing, implementing and controlling human resource and industrial relations policies and practices. Course provides basic knowledge and skills needed for the understanding and analyzing the problems related to the management of people at work in industrial, commercial, public and other human organizations. The course is suitable to equip student with analytical skills needed for recognizing, defining and solving problem as well as to develop leadership and interpersonal relation skills in managing people.

Course Objectives

1. To introduce the basic concepts, functions and processes of Personnel Management.
2. To create an awareness of the role, function and functioning of personnel management in industrial organization.
3. To build awareness of certain important and critical issues in Industrial Relations.
4. To develop an understanding of interaction pattern among labor, management and the organization.

Course Outcomes

CO.1 To Develop knowledge of Meaning, concept, function, & importance of personnel management, role of a personnel manager, personnel policies, Meaning, concept, need & types of manpower planning.

CO.2 To understand Meaning, need, method & importance for training and development, method of performance appraisal, meaning and types of transfer, meaning and basis of promotion and separation

CO.3 To comprehend purpose & principle of wage & salary administration, Methods of wage payment

CO.4 To Develop knowledge of Health, safety and welfare facilities, Social security, concept of Industrial Relation and Trade Union.

CO-PO MAPPING

Sr. No.	Course Outcome	PO
1.	CO.1 To Develop knowledge of Meaning, concept, function, & importance of personnel management, role of a personnel manager, personnel policies, Meaning, concept, need & types of manpower planning.	PO1, PO4
2.	CO.2 To understand Meaning, need, method & importance for training and development, method of performance appraisal, meaning and types of transfer, meaning and basis of promotion and separation	PO1, PO6, PO7, PO10
3.	CO.3 To comprehend purpose & principle of wage & salary administration, Methods of wage payment	PO2, PO6, PO8
4.	CO.4 To Develop knowledge of Health, safety and welfare facilities, Social security, concept of Industrial Relation and Trade Union.	PO2, PO4

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO.1 To Develop knowledge of Meaning, concept, function, & importance of personnel management, role of a personnel manager, personnel policies, Meaning, concept, need & types of manpower planning.	√			√						
CO.2 To understand Meaning, need, method & importance for training and development, method of performance appraisal, meaning and types of transfer, meaning and basis of promotion and separation	√					√	√			√
CO.3 To comprehend purpose & principle of wage & salary administration, Methods of wage payment		√				√		√		
CO.4 To Develop knowledge of Health, safety and welfare facilities, Social security, concept of Industrial Relation and Trade Union.		√		√						

B. Tech. VIII Semester (Electrical)
Personnel Management and Industrial Relation

L T P/D Total
3-0-0 3

Max Marks: 100
Final Exam: 70 Marks
Sessional: 20 Marks
Internals: 10 Marks.

UNIT-I

Meaning, concept, function, & importance of personnel management, role of a personnel manager, personnel policies - Need of a personnel policies, organization of personnel Department (functional basis, service basis and clientele basis)

UNIT-II

Manpower planning : Meaning & concept, need for manpower planning, types of manpower planning, meaning and concept of job analysis, job description & job specification, uses of job analysis information, Recruitment, selection – meaning and steps of selection process, meaning of induction.

UNIT-III

Training and development: Meaning, need & importance for training, method of training, development - meaning of development, method of development.

UNIT-IV

Performance appraised: Meaning, Objective, method of performance appraisal. Transfer: meaning objective, types. Promotion: Meaning, policies, basis of promotion. Separation: Resignation, Discharge & Dismissal, Suspension & Retrenchment, Layoff.

UNIT-V

Wages and salary administration: Meaning purpose & principle of wage & salary administration, factors influencing wage & salary administration. Meaning of wage & salary, minimum wage, fair wage & living, wage. Meaning of money and real wage. Methods of wage payment - time rate & piece rate. Incentive- Financial Incentive & non-financial Incentive, method of wage payment based on result.

UNIT-VI

Health, safety and welfare facilities. Social security - (i) Meaning and concepts, objective. (ii) Form of social security- social insurance & social assistance. Problem arising from disease, invalidity, accident, old age and unemployment.

UNIT-VII

Industrial Relation: meaning & concept, changing concept of industrial relation, role played by the employer, trade union & government, current I. R. position in India, I.R. policies of government of India. Trade Union: Meaning and concept, objective, functions, type, method of trade union.

Books:

- 1 Personal Management' by C.B. Mamoria & V. S. P. Rao- Himalaya Publishing House.
- 2 Personal Management & Industrial Relations by P.C. Tripathi-S. Chand & Sons.
- 3 Industrial relation, Trade Union & Labour Relation by G.P. Sinha & PRN Sinha, Pearson.

8th Semester Electrical

ROOM NO. 50

<i>Day/ time</i>	9:00-10:00	10:00-11:00	11:00-12:00	12:00-1:00	1:00-2:00	2:00-3:00	3:00-4:00	4:00-5:00
MON				PM&IR	B			
TUE			PM&IR		R			
WED	PM&IR				E			
THU		PM&IR			A			
FRI					K			
SAT								

Institute / College Name :	Darbhanga college of engineering		
Program Name	B.Tech. Electrical		
Course Name	PERSONNEL MANAGEMENT AND INDUSTRIAL RELATION		
Lecture / Tutorial (per week):	3/0	Course Credits	3
Course Coordinator Name	Mr.Akhil Mohammed KK		

1. Scope and Objectives of the Course

This course is design to impart the basic and theoretical concept in the field of Industrial Relations and Personnel Management. The course work provide theoretical knowledge to the student to develop their mind, self-confidence, innovativeness and self-reliance in designing, implementing and controlling human resource and industrial relations policies and practices. Course provides basic knowledge and skills needed for the understanding and analyzing the problems related to the management of people at work in industrial, commercial, public and other human organizations. The course is suitable to equip student with analytical skills needed for recognizing, defining and solving problem as well as to develop leadership and interpersonal relation skills in managing people.

The main objectives of the course work are:

1. To introduce the basic concepts, functions and processes of Personnel Management.
2. To create an awareness of the role, function and functioning of personnel management in industrial organization.
3. To build awareness of certain important and critical issues in Industrial Relations.
4. To develop an understanding of interaction pattern among labor, management and the organization.

2. Textbooks

TB1: 'Personal Management' by C.B. Mamoria & V. S. P. Rao- Himalaya Publishing House.

TB2: 'Personal Management & Industrial Relations' by P.C.Tripathi-S.chand & Sons.

3. Reference Books

RB1: 'Industrial relation, Trade Union & Labour Relation' by G.P.Sinha & PRN Sinha, Pearson.

Other readings and relevant websites

S.No.	Link of Journals, Magazines, websites and Research Papers
1.	http://www.pondiuni.edu.in/storage/dde/downloads/hrmiii_irm.pdf
2.	http://www.untag-smd.ac.id/files/Perpustakaan_Digital_2/PERSONNEL%20MANAGEMENT%20Organizational_success_through_effective_human_resources_management_97815672.pdf
3.	http://shodhganga.inflibnet.ac.in/bitstream/10603/75611/1/11_chapter%202.pdf
4.	http://assets.vmu.ac.in/PGDLL04.pdf
5.	http://www.managementjournals.com/journals/hrm/vol1/2-1-2-4.pdf
6.	http://www.csjournals.com/IJITKM/PDF%205-1/Article_4.pdf
7.	http://www.iosrjournals.org/iosr-jhss/papers/Vol19-issue6/Version-3/C019631218.pdf
8.	http://onlinelibrary.wiley.com/doi/10.1111/j.1467-6486.1987.tb00460.x/abstract

9. Course Plan

Lecture Number	Date of Lecture	Topics	Web Links for video lectures	Text Book / Reference Book / Other reading material	Page numbers of Text Book(s)
1-5		Introduction		TB1, RB1	1-44
		Meaning, concept, function, & importance of personnel management, role of a personnel manager. Need of a personnel policies, organization of personnel Department (functional basis, service basis and clientele	https://www.youtube.com/watch?v=3dX0TjqENE&index=18&list=PLF1DBCAC25C2BC963		

		basis)			
6-13		Manpower planning		TB1, RB1	119-134 & 154-165
		Meaning & concept, need for manpower planning, types of manpower planning, meaning and concept of job analysis, job description & job specification, uses of job analysis information, Recruitment, selection – meaning and steps of selection process, meaning of induction	https://www.youtube.com/watch?v=zv2jKnaY2YU		
14-18		Training and development		TB1, RB1	270-328
		Meaning, need & importance for training, method of training, development - meaning of development, method of development	https://www.youtube.com/watch?v=FiPPfxWgefA & https://www.youtube.com/watch?v=bz5-_58e5wU		
Mid-Semester Exam (Syllabus covered from 1-18 lectures)					
19-24		Performance appraised, Transfer, Promotion, Separation		TB1, RB1	238-257 & 332-343
		Performance appraised: Meaning, Objective, method of performance appraisal. Transfer: meaning objective, types. Promotion: Meaning, policies, basis of promotion. Separation: Resignation, Discharge & Dismissal, Suspension & Retrenchment, Layoff.	https://www.youtube.com/watch?v=20U62R6PLyA https://www.youtube.com/watch?v=kfIjnLERibo https://www.youtube.com/watch?v=cqcT5XFdcf4		
25-31		Wages and salary administration		TB1, RB1	392-412
		Meaning purpose & principle of wage & salary administration, factors influencing wage & salary administration. Meaning of wage & salary, minimum wage fair wage & living, wage. Meaning of money and real wage. Methods of wage payment - time rate & piece rate. Incentive- Financial Incentive & non-financial Incentive, method of wage payment based on result.	https://www.youtube.com/watch?v=EthJBz6NWE0		
32-36		Health and Social Security		TB1, RB1	622-652
		Health, safety and welfare facilities. Social security - meaning and concepts, objective, form of social security- social insurance & social assistance. Problem arising from disease, invalidity, accident, old age and unemployment.	https://www.youtube.com/watch?v=p3CeOUkXxy4 & https://www.youtube.com/watch?v=dFF_R0AyvZA		

37-42		Industrial Relation & Trade Union		TB1, RB1	724-735
		Industrial Relation: meaning & concept, changing concept of industrial relation, role played by the employer, trade union & government, current I. R. position in India, I.R. policies of government of India. Trade Union: Meaning and concept, objective, functions, type, method of trade union.	https://youtu.be/6J-VvleH06k & https://www.youtube.com/watch?v=YsYTKBEAoFA		
Assignment					

1. Evaluation Scheme:

Component 1	Mid Semester Exam	20
Component 2	Assignment Evaluation	10
Component 3**	End Term Examination**	70
	Total	100

** The End Term Comprehensive examination will be held at the end of semester. The mandatory requirement of 75% attendance in all theory classes is to be met for being eligible to appear in this component.

SYLLABUS

Topics	No of lectures	Weightage
Meaning, concept, function, & importance of personnel management, role of a personnel manager, personnel policies - Need of a personnel policies, organization of personnel Department (functional basis, service basis and clientele basis)	5	12%
Manpower planning : Meaning & concept, need for manpower planning, types of manpower planning, meaning and concept of job analysis, job description & job specification, uses of job analysis information, Recruitment, selection – meaning and steps of selection process, meaning of induction.	8	19%
Training and development: Meaning, need & importance for training, method of training, development - meaning of development, method of development.	5	12%
(a) Performance appraisal: Meaning, Objective, method of performance appraisal. (b) Transfer: meaning objective, types. (c) Promotion: Meaning, policies, basis of promotion.(d) Separation: Resignation, Discharge & Dismissal, Suspension & Retrenchment, Layoff.	6	14%
Wages and salary administration : (a) Meaning purpose & principle of wage & salary administration, factors influencing wage & salary administration. (b) Meaning of wage & salary, minimum wage, fair wage & living wage. (c) Meaning of money and real wage. (d) Methods of wage payment - time rate & piece rate. (e) Incentive- Financial Incentive & non-financial Incentive, method of wage payment based on result.	7	17%
(a) Health, safety and welfare facilities. (b) Social security - (i) meaning and concepts, objective. (ii) Form of social security- social insurance & social assistance. (c) Problem arising from disease, invalidity, accident, old age and	5	12%

unemployment.		
(a) Industrial Relation: meaning & concept, changing concept of industrial relation, role played by the employer, trade union & government, current I. R. position in India, I.R. policies of government of India. (b) Trade Union: Meaning and concept, objective, functions, type, method of trade union.	6	14%

Evaluation and Examination Blue Print:

Internal assessment is done through quiz tests, presentations, assignments and project work. Two sets of question papers are asked from each faculty and out of these two, without the knowledge of faculty, one question paper is chosen for the concerned examination. Examination rules and regulations are uploaded on the student's portal. Evaluation is a very transparent process and the answer sheets of sessional tests, internal assessment assignments are returned back to the students.

The components of evaluations along with their weightage followed by the University is given below

Midterm examination	20%
Assignment	10%
End term examination	70%

LECTURE PLAN

Topics	Lecture Number
Introduction	
Meaning, concept & function of personnel management	1
Importance of personnel management	2
Role of a personnel manager	3
Personnel policies - Need of a personnel policies	4
Organization of personnel Department (functional basis, service basis and clientele basis)	5
Manpower planning	
Manpower planning : Meaning & concept	6
Need for manpower planning	7
Types of manpower planning	8
Meaning and concept of job analysis	9
Job description & job specification	10
Uses of job analysis information	11
Recruitment, selection – meaning and steps of selection process	12
Meaning of induction.	13
Training and development	
Meaning of Training and development	14
Need & importance for training	15
Method of training	16
Development - meaning of development	17
Method of development	18
Performance appraised, Transfer, Promotion, Separation	
Meaning and objective of Performance appraised	19
Method of performance appraisal.	20
Transfer: meaning objective, types	21
Promotion: Meaning, policies, basis of promotion	22
Separation: Resignation, Discharge & Dismissal	23
Suspension & Retrenchment, Layoff	24
Wages and salary administration	
Meaning purpose & principle of wage & salary administration	25
Factors influencing wage & salary administration.	26
Meaning of wage & salary, minimum wage, fair wage & living wage	27
Meaning of money and real wage.	28
Methods of wage payment - time rate & piece rate	29
Incentive- Financial Incentive & non-financial Incentive	30
Method of wage payment based on result.	31

Health and Social Security	
Health, safety and welfare facilities	32
Meaning and concepts of Social security	33
Objective of Social security	34
Form of social security- social insurance & social assistance.	35
Problem arising from disease, invalidity, accident, old age and unemployment.	36
Industrial Relation & Trade Union	
Industrial Relation: meaning & concept	37
Concept of industrial relation	38
Role played by the employer, trade union & government	39
Current I. R. position in India, I.R. policies of government of India.	40
Trade Union: Meaning and concept, objective, functions, type	41
Method of trade union.	42

Electrical Engineering Department
Sub: Personnel Management & Industrial Relation

Assignment 1

1. Define Personnel management. Discuss its various functions. What is the role of Personnel manager?
2. What do you understand by manpower planning? Discuss the various forms of manpower planning.
3. Briefly explain the various performance appraisal methods that are currently use in the corporate world.
4. What are the methods of wage payment? What are the factors influencing the wage and salary structure of a firm?
5. Discuss the current industrial relations position in India, highlighting the industrial relation policies.

Assignment 2

1. Define Personnel Management. Discuss the meaning and concept of personnel management.
2. What do you understand by Personnel Policies? Describe the objectives of personnel policies.
3. What do you understand by training of workers? Brief the need and importance of training.
4. What do you understand by development of human resource? Discuss various methods of selection process briefly.
5. Discuss the meaning of development. Explain any four methods of employee development.

Code : 241802

B.Tech 8th Semester Exam., 2018

**PERSONNEL MANAGEMENT AND
INDUSTRIAL RELATIONS**

Time : 3 hours

Full Marks : 70

Instructions :

- (i) The marks are indicated in the right-hand margin.
- (ii) There are **NINE** questions in this paper.
- (iii) Attempt **FIVE** questions in all.
- (iv) Question No. 1 is compulsory.

1. Answer any seven questions of the following :

2×7=14

- (a) Define personnel management.
- (b) Give any two objectives of performance appraisal.
- (c) What is the difference between wages and salary?
- (d) Briefly explain the time rate system of wage payment.

- (e) What is the need for transfers?
- (f) Explain what is social insurance.
- (g) What do you understand by real wage?
- (h) Define the term 'industrial relations'.
- (i) List two objectives of manpower planning.
- (j) How is discharge different from dismissal?

2. Personnel department may be organized in various ways. Explain any three bases of organizing personnel department, highlighting the advantages and disadvantages of each.

14

3. Job analysis information may be very useful for the organization. Elaborate the statement.

14

4. Well-planned and properly designed training programmes can help an organization in many ways. What can be the benefits of training employee for the organization?

14

5. Discuss any three modern methods of performance appraisal, giving the advantages and disadvantages of each.

14

(3)

6. Discuss the forms of social security provided by society to workers, mentioning the conditions when such security becomes essential for workers. 14
7. Comment upon the changing concept of industrial relations in India. 14
8. Functions of trade unions have changed in the era of globalization. Comment. 14
9. What are the essentials of a good promotion policy? Discuss. 14

Question Bank

Paper: Personnel Management & Industrial Relation

1. Define Personnel Management. Discuss the role of Personnel Manager in an industrial undertaking.
2. Define Personnel Management. Discuss the meaning and concept of personnel management.
3. What do you understand by Personnel Policies? Describe the objectives of personnel policies.
4. What do you understand by Manpower Planning? Discuss the various forms of manpower planning.
5. What is manpower planning? What is the need of manpower planning in the organization?
6. What do you understand by training of workers? Brief the need and importance of training.
7. Well-planned and properly designed training programmes can help an organization in many ways. What can be benefits of training employee for the organization?
8. What do you understand by development of human resource? Discuss various methods of selection process briefly.
9. Discuss the meaning of development. Explain any four methods of employee development.
10. What do you mean by job change? What are the objectives of job change?
11. Discuss the concept of job analysis. Describe any five uses of job analysis information.
12. Job analysis information may be very useful for the organization. Elaborate the statement.
13. What is promotion? Discuss the policies and basis of promotion followed in an industrial sector.
14. What are the essentials of a good promotion policy? Discuss.
15. Define performance appraisal. Discuss any four methods of performance appraisal highlighting two merits and two demerits of each.
16. Enumerate the principal methods of wage payment based on result. Explain any one of them.
17. Distinguish between wage and salary. Elaborate the concept of living wage, fair wage and minimum wage.
18. Explain the purpose and principles of wage and salary administration. Briefly discuss time rate and piece rate methods of wage payment.
19. What do you understand by Industrial Health? Discuss the causes of bad health. State the measures and suggestions for maintaining and improving good health.
20. Discuss briefly the various provisions of health, welfare and safety.
21. Disease, invalidity, accident and old age result into a number of problems for organizations. Elaborate the statement.
22. Discuss any four safety and health facilities undertaken by organization in India.
23. Discuss the forms of social security provided by society to workers, mentioning the conditions when such security becomes essential for workers.
24. What do you understand by Industrial Relations? What are the determinants of good industrial relations?
25. Discuss the current industrial relations position in India highlighting the IR policies of the government of India.
26. Define trade union. Highlight the objectives and functions of trade union.
27. Functions of trade unions have changed in the era of globalization. Comment.

Answer these questions:

- a) Define personnel Management.
- b) Define personnel policy.
- c) Explain the concept of personnel management.
- d) Give any two objectives of Performance Appraisal.
- e) What is Job specification?
- f) Define job evaluation.
- g) What is aptitude test?
- h) What do you mean by sensitivity training?
- i) Define recruitment.
- j) What is the meaning of training?
- k) What is the need for transfer?
- l) Mention any two types of transfer.
- m) How is discharge different from dismissal?
- n) What is resignation?
- o) What is separation?
- p) What is real wage?
- q) Difference between wage and salary.
- r) What do you mean by strike?
- s) Define performance appraisal.
- t) What is time wage system?
- u) Give two needs for manpower planning.
- v) What is social insurance?
- w) Write any two problems arising from accident in an organization.
- x) Define the term Industrial relation.

PERSONNEL MANAGEMENT AND INDUSTRIAL RELATION

Powerpoint Presentation

Learning Objectives

- Explain why strategic human resource management can help an organization gain a competitive advantage.
- Describe the steps managers take to recruit and select organizational members.
- Discuss the training and development options that ensure organization members can effectively perform their jobs.

Learning Objectives

- Explain why performance appraisal and feedback is such a crucial activity, and list the choices managers must make in designing effective performance appraisal and feedback procedures.
- Explain the issues managers face in determining in determining levels of pay and benefits

Strategic Human Resource Management

- Human Resource Management (HRM)
 - Activities that managers engage in to attract and retain employees and to ensure that they perform at a high level and contribute to the accomplishment of organizational goals.



Strategic Human Resource Management

- HRM activities
 - Recruitment and selection
 - Training and development
 - Performance appraisal and feedback
 - Pay and benefits
 - Labor relations

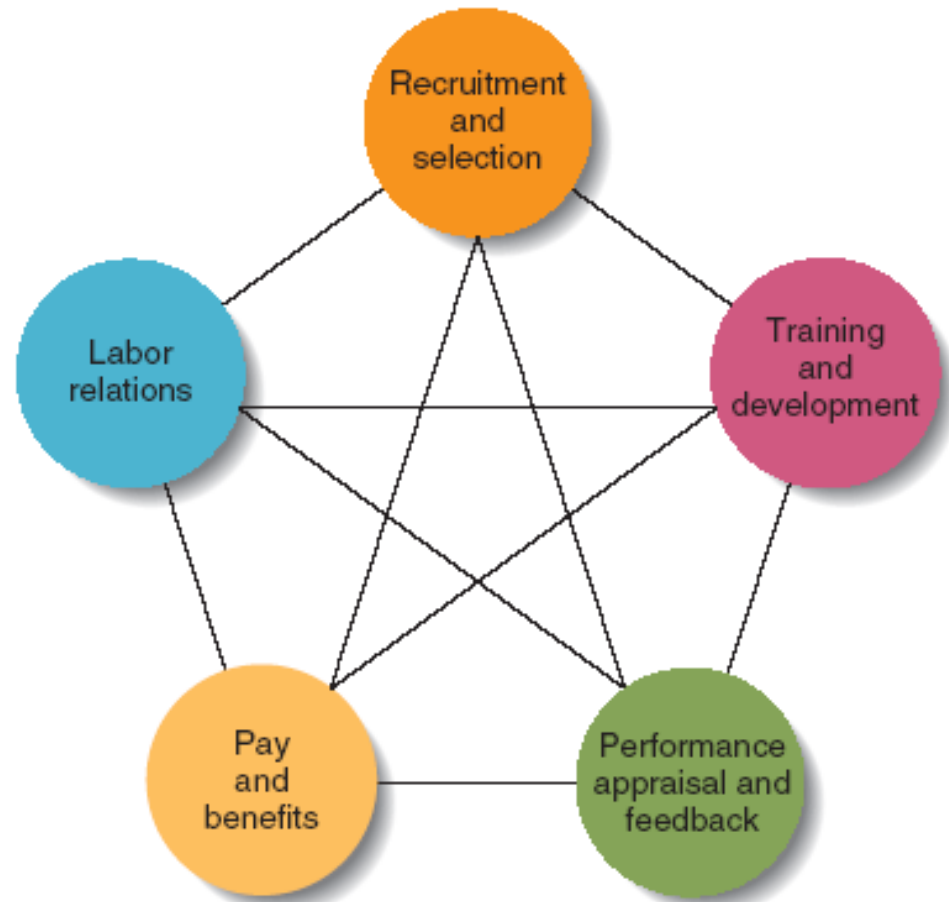
Strategic Human Resource Management

- Strategic Human Resource Management
 - The process by which managers design the components of a HRM system to be consistent with each other, with other elements of organizational architecture, and with the organization's strategy and goals.

Strategic Human Resource Management

- “Six Sigma” quality improvement plans
 - ensure that an organization’s products and services are as free of errors or defects as possible through a variety of human resource-related initiatives

Components of a Human Resource Management System



Each component of an HRM system influences the others, and all five must fit together

Figure 12.1

HRM Components

- **Recruitment and Selection**
 - Used to attract and hire new employees who have the abilities, skills, and experiences that will help an organization achieve its goals.

HRM Components

- **Training and Development**
 - Ensures that organizational members develop the skills and abilities that will enable them to perform their jobs effectively in the present and the future
 - Changes in technology and the environment require that organizational members learn new techniques and ways of working

HRM Components

- **Performance Appraisal and Feedback**
 - Provides managers with the information they need to make good human resources decisions about how to train, motivate, and reward organizational members
 - Feedback from performance appraisal serves a developmental purpose for members of an organization

HRM Components

- **Pay and Benefits**
 - Rewarding high performing organizational members with raises, bonuses and recognition.
 - Increased pay provides additional incentive.
 - Benefits, such as health insurance, reward membership in firm.

HRM Components

- **Labor relations**

- Steps that managers take to develop and maintain good working relationships with the labor unions that may represent their employees' interests



The Legal Environment of HRM

- Equal Employment Opportunity (EEO)
 - The equal right of all citizens to the opportunity to obtain employment regardless of their gender, age, race, country of origin, religion, or disabilities.
 - Equal Employment Opportunity Commission (EEOC) enforces employment laws.

The Legal Environment of HRM

- Contemporary challenges for managers
 - How to eliminate sexual harassment
 - How to make accommodations for employees with disabilities
 - How to deal with employees who have substance abuse problems
 - How to manage HIV-positive employees and employees with AIDs

Recruitment and Selection

- **Recruitment**
 - Activities that managers engage in to develop a pool of candidates for open positions.

Recruitment and Selection

- **Selection**
 - The process that managers use to determine the relative qualifications of job applicants and their potential for performing well in a particular job.

The Recruitment and Selection System



Figure 12.2

Human Resource Planning

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 - Activities that managers engage in to forecast their current and future needs for human resources.



Human Resource Planning

- **Demand forecasts**
 - Estimates the qualifications and numbers of employees the firm will need given its goals strategies.
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Human Resource Planning

- **Outsourcing**
 - Using outside suppliers and manufacturers to produce goods and services
 - Using contract workers rather than hiring them.
 - More flexible for the firm.
 - Provides human capital at a lower cost.

Human Resource Planning

- **Problems with Outsourcing**
 - Loss of control over output; outsource contractors are not committed to the firm.
 - Unions are against outsourcing that has potential to eliminate member's jobs.

Job Analysis

- **Job Analysis**

- Identifying the tasks, duties and responsibilities that make up a job and the knowledge, skills, and abilities needed to perform the job.
- Should be done for each job in the organization.

Job Analysis

- **Job analysis methods**
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 - Having workers and managers fill out questionnaires.



Recruitment

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 - Newspapers advertisements, open houses, on-campus recruiting, employee referrals, and through the Internet.

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 - Having access to a potentially large applicant pool
 - Being able to attract people who have the skills, knowledge, and abilities an organization needs
 - Bringing in newcomers who may have a fresh approach to problems and be up to date on the latest technology

Recruitment

- Disadvantages of External Recruiting
 - Relatively high costs
 - Candidates may lack knowledge about the inner workings of the organization
 - May need to receive more training
 - Uncertainty concerning whether they will actually be good performers

Recruitment

- **Internal Recruiting**
 - Managers turn to existing employees to fill open positions
 - **Benefits of internal recruiting:**
 - Internal applicants are already familiar with the organization
 - Managers already know candidates
 - Can help boost levels of employee motivation and morale

Honesty in Hiring

- Managers may be tempted to paint overly rosy pictures of both the open positions and the organization as a whole
 - Managers may feel that if they are honest, an applicant may not be willing to work there.
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Honesty in Hiring

- **Realistic Job Preview**
 - Providing an honest assessment of the advantage and disadvantages of a job and organization.
 - Can reduce the number of new hires who quit when their jobs and organizations fail to meet their unrealistic expectations

Selection Tools

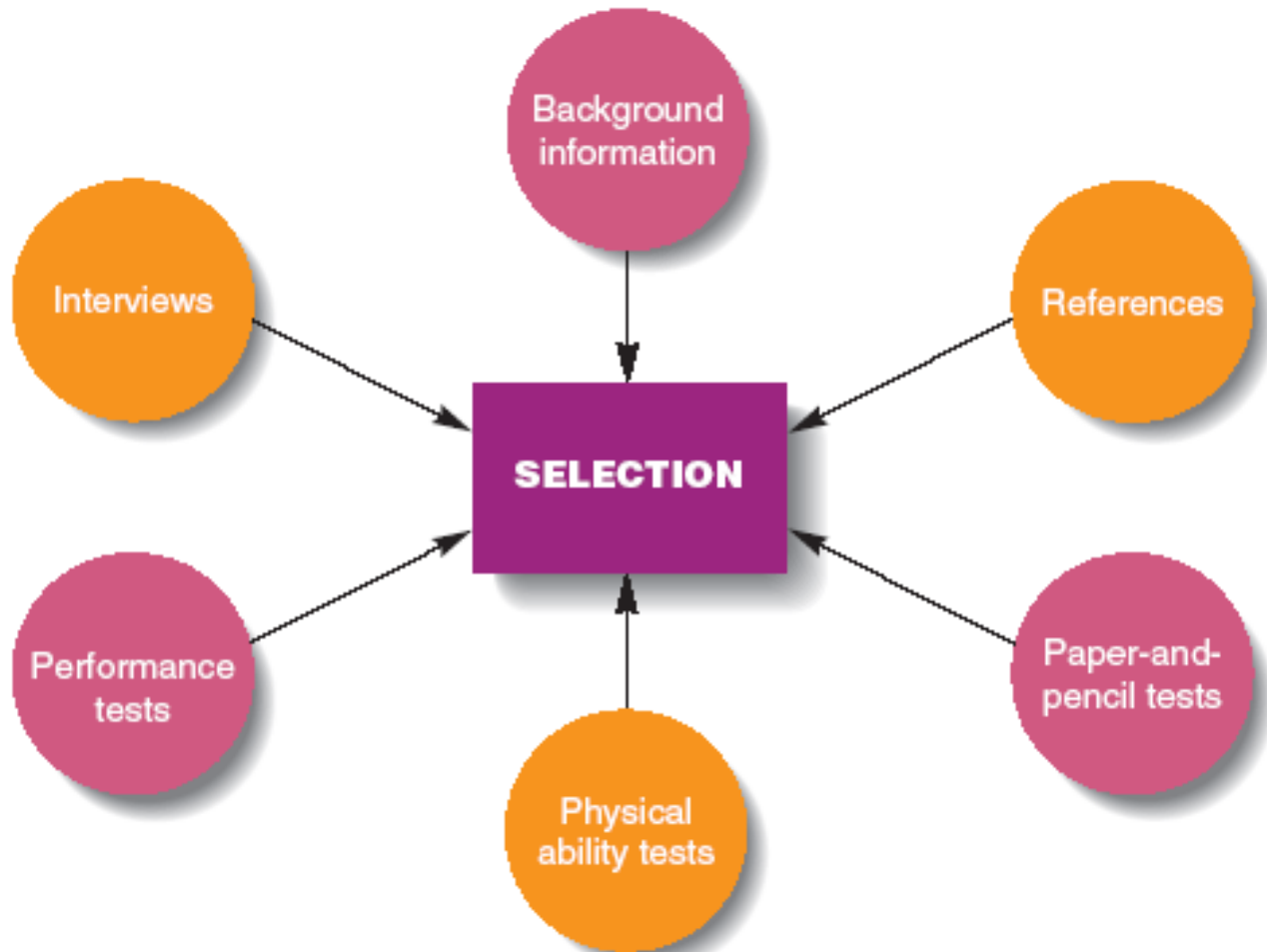


Figure 12.3

The Selection Process

- **Selection process**
 - Managers find out whether each applicant is qualified for the position and likely to be a good performer



The Selection Process

- **Background Information**
 - Helpful to screen out applicants who are lacking key qualifications
 - Determine which qualified applicants are more promising than others

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- **Interviews**
 - Structured interviews where managers ask each applicant the same job-related questions.
 - Unstructured interviews that resemble normal conversations.
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Selection tools must be reliable and valid.

- **Reliability** is the degree to which the tool measures the same thing each time it is used.
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Training and Development

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 - Teaching organizational members how to perform current jobs and helping them to acquire the knowledge and skills they need to be effective performers.

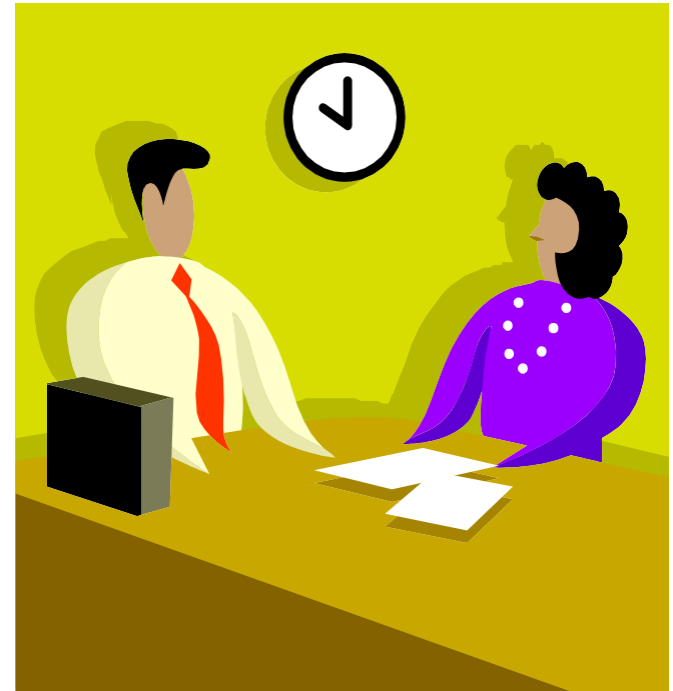
Training and Development

- **Development**
 - Building the knowledge and skills of organizational members to enable them to take on new responsibilities and challenges.

Training and Development

- **Needs Assessment**

- An assessment of which employees need training or development and what type of skills or knowledge they need to acquire.



Training and Development

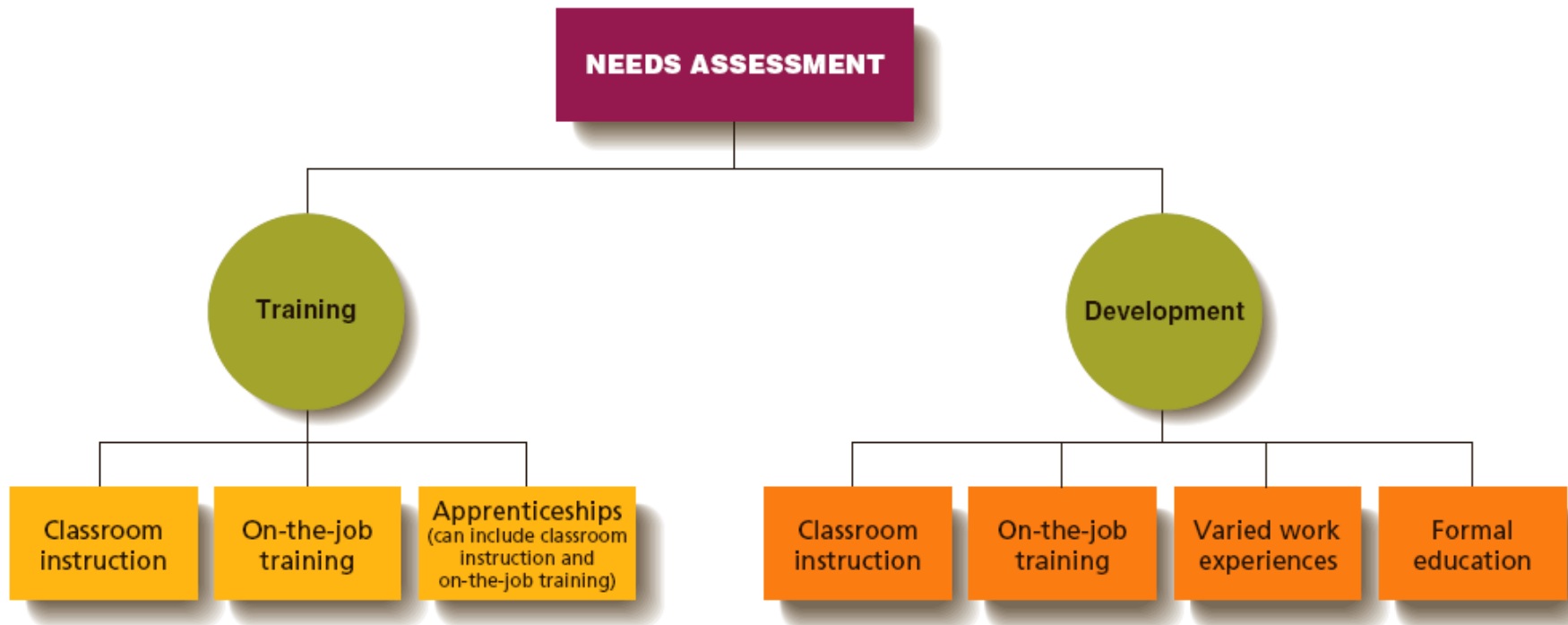


Figure 12.4

Types of Training

- **Classroom Instruction**
 - Employees acquire skills in a classroom setting.
 - Includes use of videos, role-playing, and simulations.
- **On-the-Job Training**
 - Employee learning occurs in the work setting as new worker does the job.
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Types of Development

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 - Long-distance learning can also be used to reduce travel and other expenses for managerial training.

Performance Appraisal and Feedback

- Performance Appraisal
 - The evaluation of employees' job performance and contributions to their organization.
- Performance Feedback
 - The process through which managers share performance appraisal information, give subordinates an opportunity to reflect on their own performance, and develop with subordinates, plans for the future.

Types of Performance Appraisal

- Trait Appraisals
 - Assessing subordinates on personal characteristics that are relevant to job performance.
 - Disadvantages of trait appraisals
 - Employees with a particular trait may choose not to use that particular trait on the job.
 - Traits and performance are not always obviously linked
 - It is difficult to give feedback on traits.

Performance Appraisal and Feedback

- Behavior Appraisals
 - Assesses how workers perform their jobs—the actual actions and behaviors that exhibit on the job.
 - Focuses on what a worker does right and wrong and provides good feedback for employees to change their behaviors.
- Results appraisals
 - Managers appraise performance by the results or the actual outcomes of work behaviors

Performance Appraisal and Feedback

- Objective appraisals
 - Assesses performance based on facts (e.g., sales figures).
- Subjective appraisals
 - Assessments based on a manager's perceptions of traits, behavior, or results.
 - Graphic rating scales
 - Behaviorally anchored rating scales (BARS)
 - Behavior observation scales (BOS)
 - Forced ranking systems

Subject Measures of Performance: Graphic Rating Scale

Graphic Rating Scale: Performance is assessed along one or more continua with specified intervals.

Example: A supervisor of a nurse answers the question “How would you rate the quality of care this nurse provides to patients?”



Figure 12.5

Subject Measures of Performance: Behaviorally Anchored Rating Scale

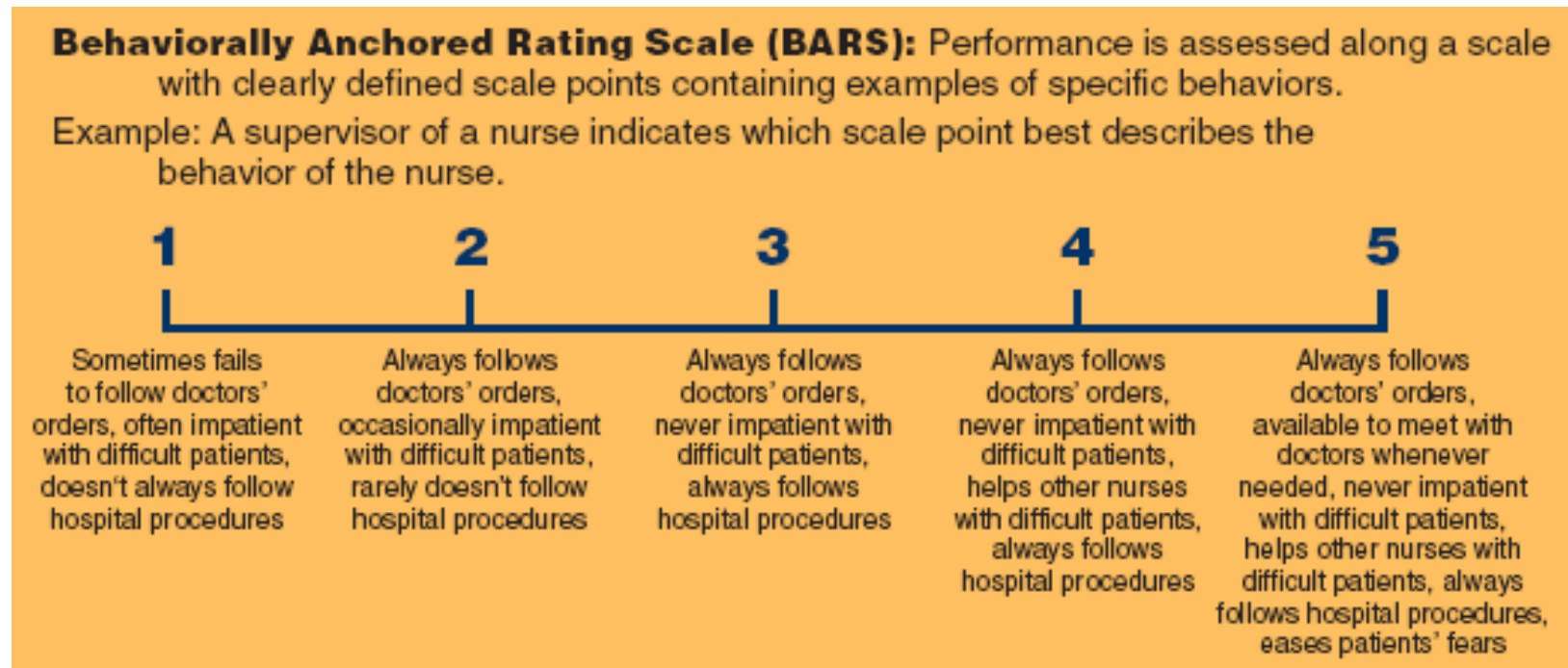


Figure 12.5

Subject Measures of Performance: Behavioral Observation Scale

Behavioral Observation Scale (BOS): Performance is assessed in terms of the frequency with which specific behaviors are performed.

Example: A supervisor of a nurse indicates which scale points best describe the nurse.

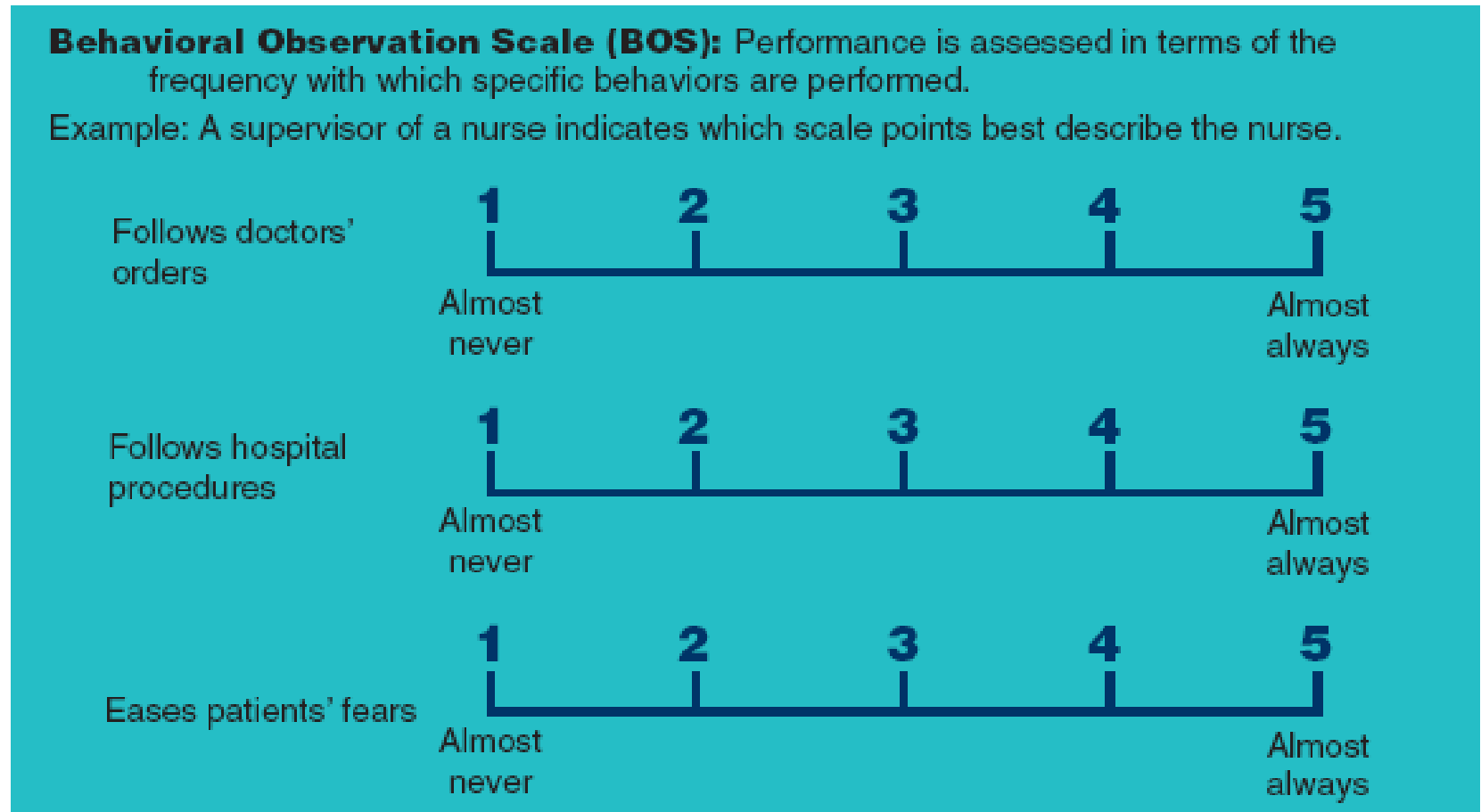


Figure 12.5

Who Appraises Performance?

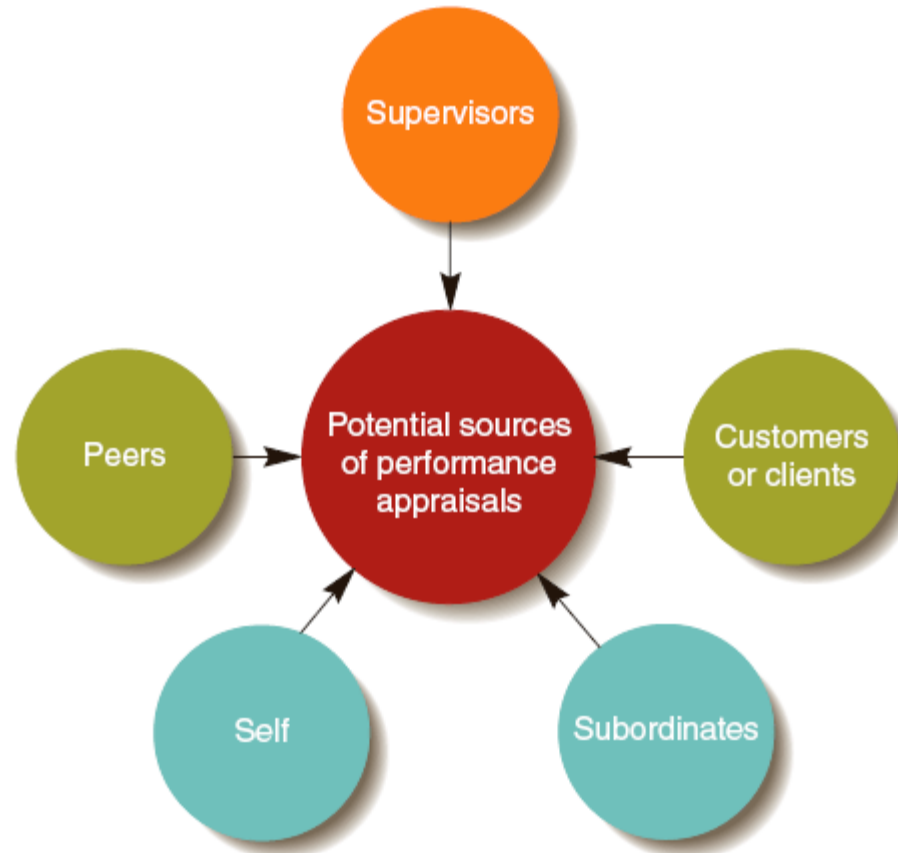


Figure 12.6

Who Appraises Performance?

- Self
 - Self appraisals can supplement manager view.
- Peer appraisal
 - Coworkers provide appraisal; common in team settings.
- 360 Degree
 - A performance appraisal by peers, subordinates, superiors, and clients who are in a position to evaluate a manager's performance

Effective Performance Feedback

- Formal appraisals
 - An appraisal conducted at a set time during the year and based on performance dimensions that were specified in advance
- Informal appraisals
 - An unscheduled appraisal of ongoing progress and areas for improvement

Effective Feedback Tips

- Be specific and focus on behaviors or outcomes that are correctable and within a worker's ability to improve.
- Approach performance appraisal as an exercise in problem solving and solution finding, not criticizing.
- Express confidence in a subordinate ability to improve.
- Provide performance feedback both formally and informally.

Effective Feedback Tips

- Praise instances of high performance and areas of a job in which a worker excels.
- Avoid personal criticisms and treat subordinates with respect.
- Agree to a timetable for performance improvements.

Pay and Benefits

- **Pay**
 - Includes employees' base salaries, pay raises, and bonuses
 - Determined by characteristics of the organization and the job and levels of performance
 - Benefits are based on membership in an organization

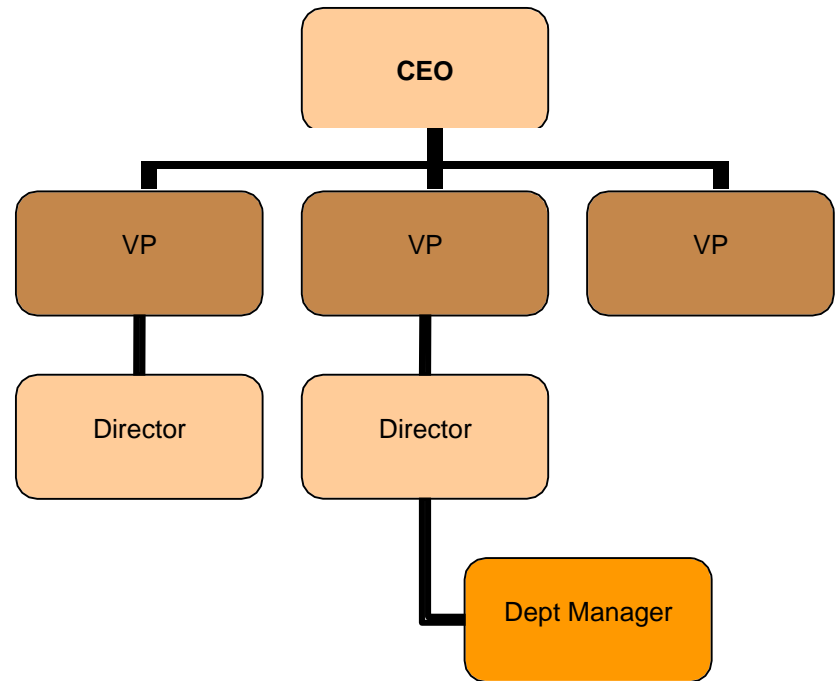
Pay and Benefits

- **Pay level**
 - The relative position of an organization's incentives in comparison with those of other firms in the same industry employing similar kinds of workers
 - Managers can decide to offer low, average or high relative wages.
 - High wages attract and retain high performers but raise costs; low wages can cause turnover and lack of motivation but provide lower costs.

Pay and Benefits

- **Pay Structure**

- The arrangement of jobs into categories based on their relative importance to the organization and its goals, level of skills, and other characteristics.



Pay and Benefits

- **Benefits**

- Legally required: social security, workers' compensation
- Voluntary: health insurance, retirement, day care
- Cafeteria-style benefits plans allow employees to choose the best mix of benefits for them; can be hard to manage.

Labor Relations

- **Labor Relations**
 - The activities managers engage in to ensure they have effective working relationships with the labor unions that represent their employees interests.

Labor Relations

- Laws regulating areas of employment.
 - Fair Labor Standards Act (1938) prohibits child labor, sets a minimum wage and maximum working hours.
 - Equal Pay Act (1963) men and women doing equal work will get equal pay.
 - Work Place Safety (1970) OSHA mandates procedures for safe working conditions.

Unions

- **Unions**
 - Represent worker's interests to management in organizations.
 - The power that a manager has over an individual worker causes workers to join together in unions to try to prevent this.

Unions

- **Collective bargaining**
 - Negotiation between labor and management to resolve conflicts and disputes about issues such as working hours, wages, benefits, working conditions, and job security.



DARBHANGA COLLEGE OF ENGINEERING, DARBHANGA
EEE DEPARTMENT, EIGHTH SEMESTER
PERSONNEL MANAGEMENT AND INDUSTRIAL RELATION
NOTES

Learning Objectives

- Explain why strategic human resource management can help an organization gain a competitive advantage.
- Describe the steps managers take to recruit and select organizational members.
- Discuss the training and development options that ensure organization members can effectively perform their jobs.
- Explain why performance appraisal and feedback is such a crucial activity, and list the choices managers must make in designing effective performance appraisal and feedback procedures.
- Explain the issues managers face in determining in determining levels of pay and benefits

1. Personnel Management (Human Resource management)

- Human Resource Management (HRM)
 - Activities that managers engage in to attract and retain employees and to ensure that they perform at a high level and contribute to the accomplishment of organizational goals.
- HRM activities
 - Recruitment and selection
 - Training and development
 - Performance appraisal and feedback
 - Pay and benefits
 - Labour relation
- Strategic Human Resource Management
 - The process by which managers design the components of a HRM system to be consistent with each other, with other elements of organizational architecture, and with the organization’s strategy and goals.
- “Six Sigma” quality improvement plans – ensure that an organization’s products and services are as free of errors or defects as possible through a variety of human resource-related initiative

Components of a Personnel Management System

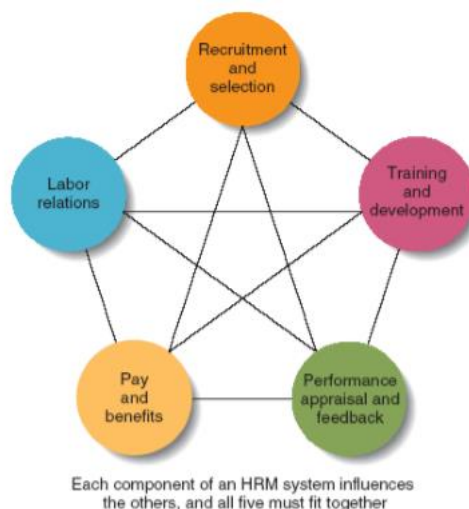


Figure 1

2.HRM Components

- Recruitment and Selection
 - Used to attract and hire new employees who have the abilities, skills, and experiences that will help an organization achieve its goals.
- Training and Development
 - Ensures that organizational members develop the skills and abilities that will enable them to perform their jobs effectively in the present and the future
 - Changes in technology and the environment require that organizational members learn new techniques and ways of working
- Performance Appraisal and Feedback –
Provides managers with the information they need to make good human resources decisions about how to train, motivate, and reward organizational members
Feedback from performance appraisal serves a developmental purpose for members of an organization
- Pay and Benefits – Rewarding high performing organizational members with raises, bonuses and recognition.
 - Increased pay provides additional incentive.
 - Benefits, such as health insurance, reward membership in firm.
 - Labour relations – Steps that managers take to develop and maintain good working relationships with the labour unions that may represent their employees' interests

The Legal Environment of HRM

- Equal Employment Opportunity (EEO)
 - The equal right of all citizens to the opportunity to obtain employment regardless of their gender, age, race, country of origin, religion, or disabilities.
 - Equal Employment Opportunity Commission (EEOC) enforces employment laws.
- Contemporary challenges for managers
 - How to eliminate sexual harassment
 - How to make accommodations for employees with disabilities
 - How to deal with employees who have substance abuse problems
 - How to manage HIV-positive employees and employees with AIDs

3.Recruitment and Selection

- Recruitment – Activities that managers engage in to develop a pool of candidates for open positions.
- Selection – The process that managers use to determine the relative qualifications of job applicants and their potential for performing well in a particular job.



Figure 2

- Human Resource Planning (HRP) – Activities that managers engage in to forecast their current and future needs for human resources.
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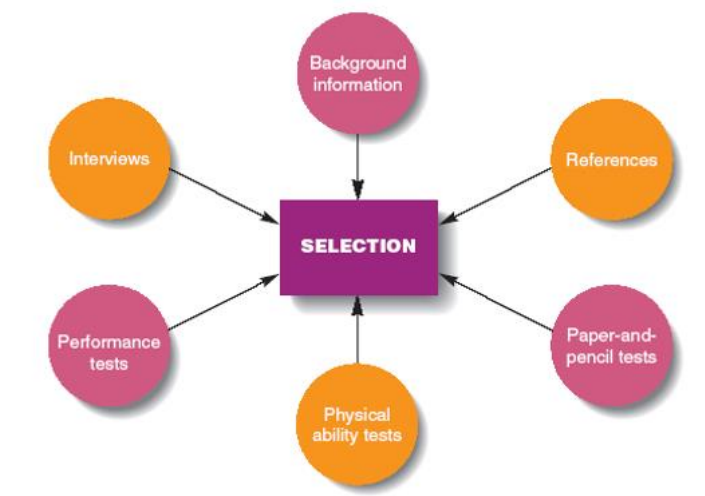


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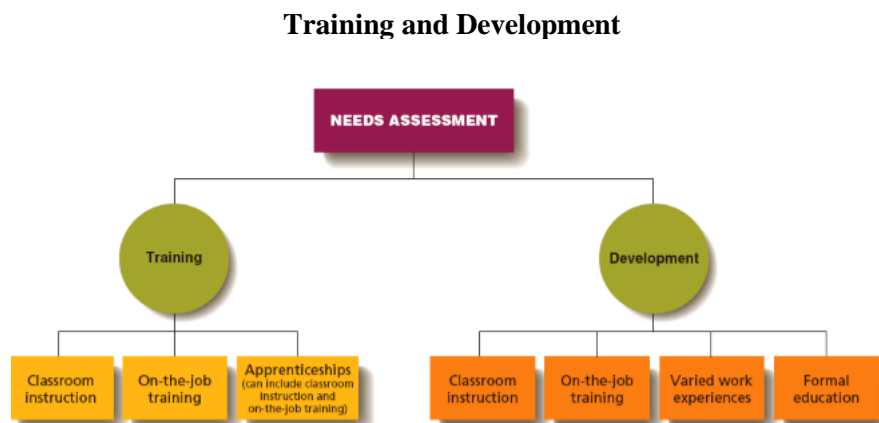


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7. Subject Measures of Performance: Graphic Rating Scale

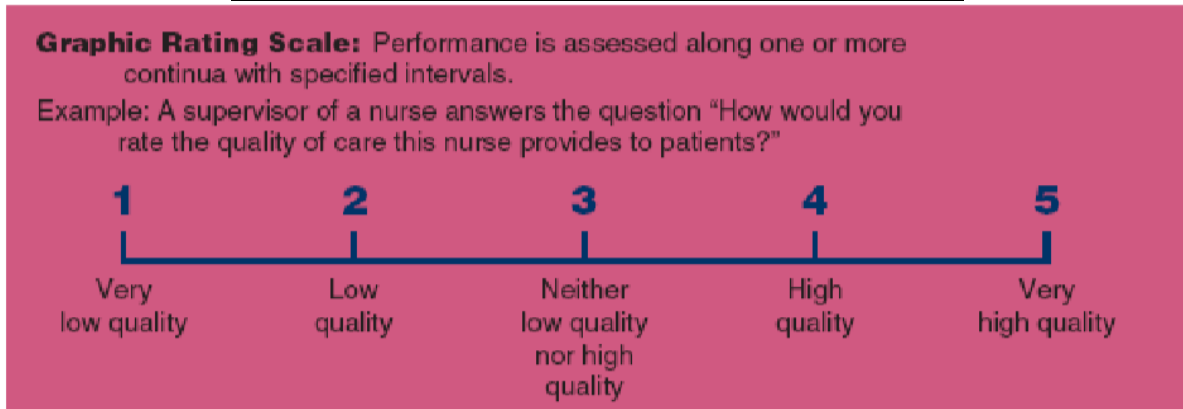


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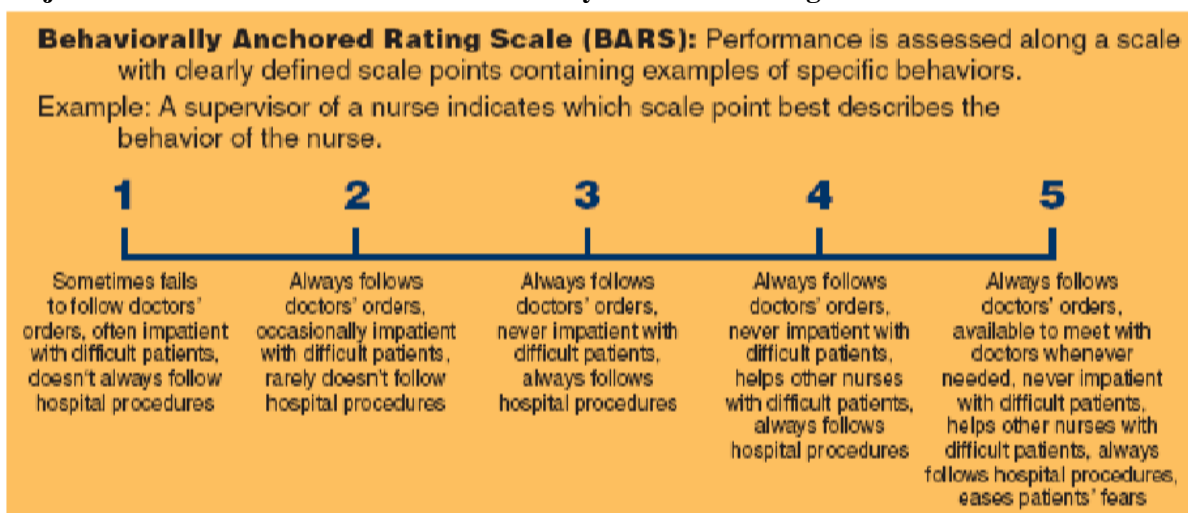


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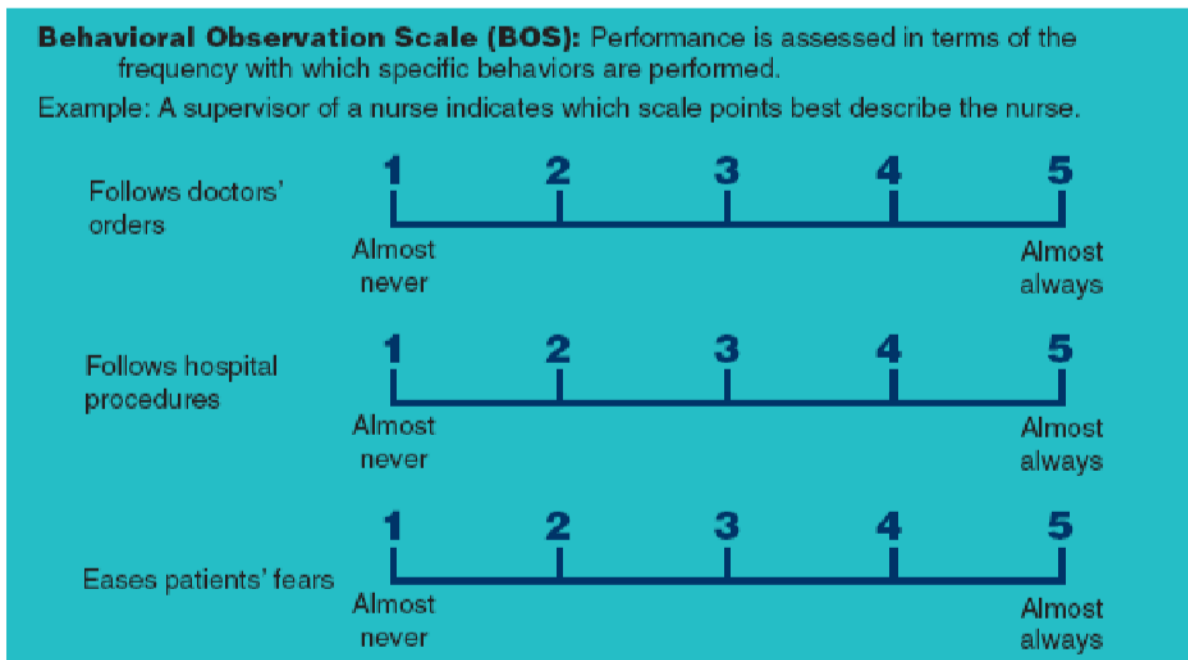


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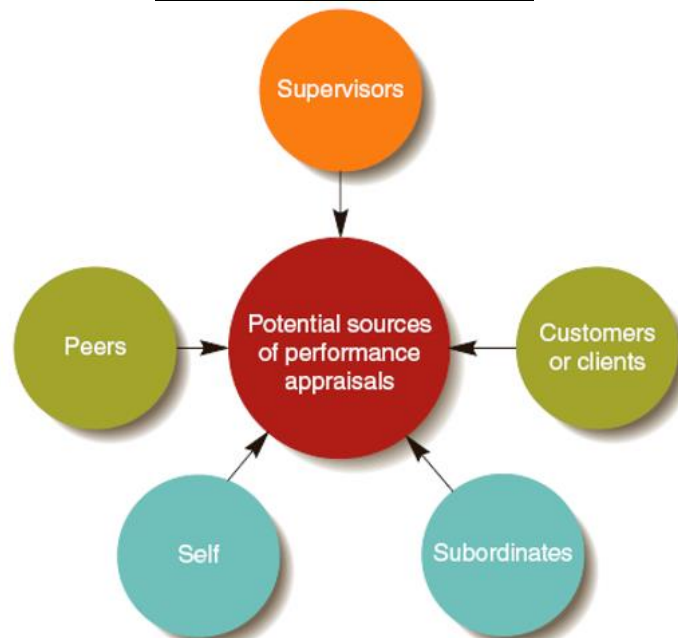


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PAY STRUCTURE

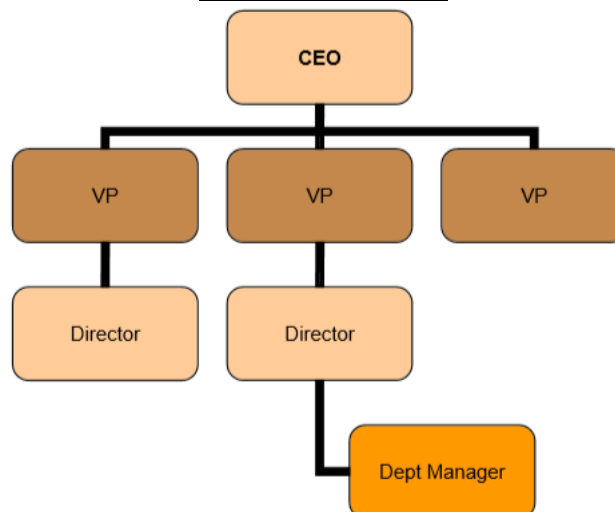


FIGURE 7.(Pay structure)

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