

HUMAN RESOURCE MANAGEMENT

STUDY NOTES

- Human Resource Management (HRM) belongs to the field of managing human work force.
- HRM is a part of resource management which deals with efficiency of human resource and their best utilisation for the work.
- The management of human resources has a direct impact on the efficiency of organisation.
- The department of human resource management plays a major role in selection, staffing, training, helping the human resources to improve their capacities in order to achieve better performances for the institutions.
- The performance and profitability of any institution directly depend on the quality of its manpower.
- The capabilities, attitude and performance of the human resource affect the overall performance of the organisation.
- Human resource management is a strategic approach to the management of an organisation. The Human Resource Management team helps in achieving the organisational goals through maximising human potential working for it.
- **Resource management** is there for a managerial function which takes care of the selection, recruitment, training and professional development of employees.
- HRM is responsible for handling the human potentials and human behaviour to get the better results by collaboration of people.
- The function of HRM is to provide desirable working environment, improving relationship, motivating collaboration, maximising individual development and leading all in the direction of achieving organisational goals.
- HRM includes a multifaceted process which starts with selection and recruitment of personnel, their placement induction training, performance appraisal, career planning and professional development of personnel.
- It is also responsible for the training and development of the personnel as well as for their motivation, leadership and Management of resources.
- One of the functions of human resource management includes enhancing the knowledge, skills and capacities of personnel in organisation.
- Human Resource Management analyses the match between individual capacities and organisational needs and for this purpose it keeps on working on the individuals capacity building, training and development of skills, development and refinement of skills.
- Human resource development includes selection and recruitment, training of employees, guiding them for career, addressing their grievances, maintaining high performances and increasing the productivity
- The functions of human resource management also include insuring compliance to regulations, retention and redressal of grievances as well as maintenance of employee discipline.
- HRM also does assessment of present and future needs of organisation in relation to the resources available and future predictions regarding demands and changes in manpower planning which includes assessing the needs for coming 15 and 10 years including adjustments for staff movements, retirements, normal turnover in relation to the organisational plans for the corresponding time frames.
- **Manpower planning** includes jobs analysis and job description. Job analysis is a process where information about the responsibility, skills, outcomes, work environment are assessed.

- **Job analysis** is done to understand the basic nature and requirements of the job. It is basically description of the job.
- Basis on the job analysis performance appraisal is developed. job analysis also helps in identifying selection system, promotion criteria, training needs, assessment, compensations etc.
- Job analysis helps to prepare job description and job specification which in turn are of a major help in selection of right kind of work force into the organisation.
- Job analysis helps to determine the actual number of manpower needed and their skill requirement.
- Information from job analysis is taken to describe the job or for the job description which further allows to finalise the physical and mental characteristics of the applicant to be selected, his or her quality, attitude which are desirable for the work, so the job description is an outcome of the job analysis.
- Based on **job description organisation** can decide the number of positions at various hierarchical level, the number of persons required per position. To develop recruitment plan and advertisements of the post.
- The next step after the advertisement process is to scrutinise the applications and shortlisting of suitable candidates, calling them for interview, also called selection and recruitment of employees.
- The basic **purpose of recruitment** is selection of the best candidate the most attractive talent. The process involves short listing among numerous applicants arranging for interviews test or documents verification, references selection in hiring an appropriate and suitable employee .
- After recruitment, **staffing** is the next major function of human resource management then to conduct induction meetings or orientation process for this new set of employees, it is a form of acclimatization period for the new employee.
- **Training** is a way of developing attitude, knowledge and skills in a systematic way and development includes the growth of that in personnel in terms of his or her abilities, awareness and needs.
- **Training** includes motivating the personnel for learning new things and organisation conduct training and development for personnel to upgrade their skills and to provide the conventional training to new workers, to raise their efficiency and performance to meet the legislative requirements and to inform and acquaint the person about the work environment of the organisation.
- The technique or processes followed for the training and development include video and computer teaching, activities, group discussions, role play, exercises and simulation, briefing by Senior personnel, lectures and talks by experts, special managers, discussion on case studies, observation in inspection, reporting etc.
- **Career counselling**, career planning, management development are also other responsibilities of human resource development.
- **Motivation and mentoring** is done to match the abilities to the performance. Individuals are motivated to perform better, think in terms of the organisational performance.
- **Mentoring** is done to identify the potential and utilising the same to fill the other vacancies in the organisation to jobs which match there abilities and to create an environment of linking payments to the performance.
- The most important function of human resource management professional is to keep the right employee at the right place.
- **Retention and redressal of employees** is also an important function. HR officials are required to design schemes for taking care of health, welfare of official staff, keep them in safe environment and maintain open communication channel with them. HR officials call specialist for the providing health care services, counselling for domestic or personal problems.
- HRM also required to handle and solve the complaints regarding compliance for the laws and regulation and grievance of work environment, normally through staff representatives or unions.
- **Performance appraisal** is done where incentives for good behaviour, improvement for indisciplinary behaviour are sought.
- HRM professional need to develop policies, and standard procedures and systems to handle issues related to behaviour or miss conduct, sexual harassment, status harassment as well as to bring programs which can enhance communication and cooperation among the employees.

- HRM also need to look after the safety and security needs including protection from the hazards in the workplace, compensation in case of accidents, and to lower the exposure of risk by implementing preventive safety and appropriate training.
- HRM department is also responsible for proving (and revising) timely wages, salaries and other benefits as per the organisational policies.
- HRM also responsible for developing the payment and incentives structure for better retention, satisfaction and motivation of the employees. Benefits for good work, retirement benefits, investments, gratuity, medical expenses, insurance, vacation leaves, ownership in shares etc. Are all in the purview of HRM department.
- Keeping high **performance employees** satisfied is also important factor for an HRM department. employees whose performance is very high or outstanding need to be sustained by providing matching facilities pay hikes, bonuses, leave salaries, pension benefits, paid holidays children education fund, wardrobe baskets, paid transportation facilities, expensive housing.
- HRM is responsible for keeping the work environment a happy place by celebrating festivals, picnics, social gatherings with families etc.
- Working in professional environment also demands for qualities like work ethics, loyalty and positive attitude, hard working, efficiency to stay and progress in any profession.
- Ensuring compliance to regulations and safe equitable work environment includes compliance with Government laws and regulations, relationship between management and unions, behaviour of employee and discipline.
- An HRM professional will need to maintain work ethics and trustworthiness as they usually are in possession of personal information, goals, plans of the employees due to nature of their work which they should not share with other employees.
- An HRM official is required to adhere to time lines in planning and execution of task assigned.
- An HRM person is required to know the vision and mission, goals of the organisation as well as goal for the organization so that he/she could recruit suitable talent.
- As an HRM official will be responsible for pay and remuneration decisions, she/ he should stay unbiased while appraising the employee, comparison between performances should be made instead of individuals.
- An HRM person needs to be aware of goals, business and industry of the organisation so as to formulate good policies for employees as well as organisation.
- HRM courses are offered by various universities and institutions in the form of degree and diploma. There are graduation level courses as well as post graduate degrees and diploma courses in HRM.
- Some universities also offer post graduate diploma through correspondence. Candidate doing post graduate HRM course will study areas like training and development, employee compensation management, labour welfare and social security, human resource management, organisational behaviour and perspective of management.
- The **career options** include technical job positions to senior management level positions depending upon the structure of the institution or organisation. smaller organisation may have less than number of persons working for more than one areas while in large organisations they may have different specialist for different special areas of HRM.
- The job titles include corporate HRM that means HR manager in a corporate sector training and development area have the job positions as trainers, they are required to train HR managers.
- HR person can be career counsellors who work in organisation, schools, colleges through freelancing.
- They conduct behavioural test to find out the skill set of students and then provide the options available, ideal for them.
- **Academic Institutions** also have HR faculty which is required to teach the HR trainees and students.
- Students with postgraduate degree and specialisation in HR and other fields of Human Resource Management are able to work here.

- **Consultation work** is also offered to HR Person. HR Consultants decide about the recruitment, retention and others related areas.
- HR persons are also hired by recruitment agencies to recruit persons for different organisations and companies. These workers do the recruitment for the consulting firms and MBA with HR can be required here.
- The career options include HR manager's, professionals specialised in training and development, recruitment, consultation, career counsellors, in teaching and in research.

QUESTION BANK

MULTIPLE CHOICE QUESTIONS

- HRM is
 - A staff function
 - A line function
 - A staff function
 - All of these
- Finding way to reduce attrition is a key responsibility of _____.
 - HR Department
 - Administration Department
 - Tand D department
 - None of these
- The _____ and control system should be altered to support the strategic human resource function.
 - appointment
 - reward
 - job allotment
 - none of these
- An aspect of the HRM Include:
 - controlling
 - delegating
 - staffing
 - managing
- HR professional has to be skilled in the art of
 - clarifying
 - handling people
 - both (a) and (b)
 - none of these
- _____ of management is likely to be another key agenda item.
 - Performance
 - Quality
 - Expansion
 - Decision
- Strategic thinking is a _____ process.
 - short-term
 - long-term
 - continuous
 - all of these
- _____ is considered as a strategic activity.
 - recruitment
 - planning
 - productivity
 - all of these
- In HRM, "satellite picture" means _____.
 - making decisions for future trainings
 - looking at the grievances from the distance
 - assessing needs of the organisation in next 5-10 years
 - using satellite resources
- Talent management refers to activity the HR professionals needs to do to _____.
 - attracting talent
 - develop and assigning place
 - managing and maintenance of talent
 - talent training
- HRM is the area which includes all the decision of the organisation that are related to _____.
 - employees recruitment and staffing
 - development of employees
 - ensuring compliance
 - all of these
- HRM focuses on _____ issues with the purpose of achieving organisation goal.
 - Performances of employee
 - Adherence to rules and regulations
 - Staffing
 - None of these
- Which one of the following is not related to human resource management :
 - Providing desirable working conditions
 - Working on relationship between employee and employer
 - Individual development
 - Developing policies on product quality

14. The best way to attract the best talent is
 (a) advertisement (b) social media
 (c) references (d) notice board of organisation
15. Which is not the area of HRM?
 (a) Selection and placement of personnel (b) Induction and training
 (c) Performance appraisal (d) Individual career planning
16. Identify the activity related to HRD.
 (a) Recruitment (b) orientation (c) training (d) Health and Safety
17. Training is Not required for the person who have been working with organisation for long period for:
 (a) upgradation of skills (b) enhancing competency
 (c) advancement of technology (d) acquainting with organisation culture
18. career guidance is a part of HRM activity due to following reason:
 (a) For sustaining the employees (b) Enhancing their capacity
 (c) Lowering the attrition rate (d) All of these
19. To ensure the productivity of organisation HRM focuses on:
 (a) development of personnel (b) employee satisfaction
 (c) compliance with regulations (d) planning and management
20. _____ can be ascertained from job analysis.
 (a) Job requirements (b) Job description (c) Job specification (d) Both (b) and (c)
21. Satellite picture in the field of HRM means
 (a) The prediction of demands and changes (b) Planning for a considerable period of time
 (c) Assessing needs for 15 and 10 years ahead (d) Hiring of employee through placement agencies
22. _____ is an internal recruitment.
 (a) Promotion (b) Appraisal (c) Career development (d) None of these
23. Which of the following is related to retention and redressal :
 (a) Job analysis (b) Laws related to health and safety
 (c) Potential assessment (d) Recognition and motivation
24. Acclimatization session is a process of:
 (a) training and need assessment (b) orientation and interview
 (c) two way communication (d) knowing the environment of organisation
25. Appraisal is important for
 (a) recognition and motivation (b) monetary benefits
 (c) improving the performance (d) all of these
26. The procedure for determining the duties and skill requirements of a job for identifying the kind of person who should be hired for it is _____.
 (a) job analysis (b) job designs (c) job recruitment (d) job description
27. Selection of campus students is an example of _____ recruitment.
 (a) Internal (b) External (c) Micro level (d) None of these
28. _____ is a record of details about the physical and mental characteristics of the applicant as well as qualities and attitude desirable for a particular job position.
 (a) Job description (b) Job analysis (c) Appraisal (d) Recruitment
29. A statement which directs the HRM in planning and decision making in respect of their various functions is called
 (a) Goal of Organisation (b) Vision of Organisation
 (c) Goal of HR Department (d) None of these
30. "Head hunting" in relation to HRM means:
 (a) Hiring employees (b) Appointing consultants
 (c) Attracting best talent (d) Hiring experienced employees

31. Which of the following would be the most effective method of recruiting candidates?
 (a) Examining the records of current team employees
 (b) Advertising in national newspapers and journals
 (c) Posting information on bulletin board of the organisation
 (d) Through internal sources
32. Which of the Department is responsible for health and safety issues of the employees?
 (a) HR Department (b) Accounts Department
 (c) Sales Department (d) Maintenance Department
33. _____ is the process of choosing individuals who are most appropriate for the required job opening.
 (a) Selection Process (b) Screening process (c) Interview process (d) Verification process
34. Why HR Department need to engage their employee in celebration of festivals, get together and social gatherings?
 (a) To make more profit (b) To make employees happy
 (c) To engage employees as engaged employees work harder.
 (d) To improve employee interpersonal relations
35. What does placement agencies do?
 (a) Maintain data of people (b) Help in hiring best talent
 (c) Save the efforts of HRM (d) All of these
36. Which of the following is not a function of HR department?
 (a) Recruitment and staffing (b) Training and development
 (c) Ensuring compliance to regulation (d) Making salaries and bonuses
37. _____ department is entrusted with the responsibility of developing policies for handling sexual harassment, theft, misconduct as well as ways to enhance the two way communication, cooperation between employees and management
 (a) Administration department (b) HR
 (c) Marketing department (d) Training and development department
38. Which of the following statement is correct?
 (a) HRM is a strategic management functions.
 (b) Under HRM employee is treated as resource.
 (c) HRM is the management of products, talent and marketing.
 (d) HRM lacks the organisation to achieve its goals.
39. Following are the contributions of HRM except?
 (a) Selection and recruitment (b) Career guidance
 (c) Maximising productivity
 (d) Increasing profits of the organisation through minimum expenditure on staffing.
40. Through which process new employees are familiarised to the organisation rules and regulations?
 (a) Placement (b) Induction (c) Recruitment (d) Selection
41. The practice of providing the employee the information about their performance _____.
 (a) Suggestion (b) Observation (c) Feedback (d) Research
42. Human resource management means
 (a) A method which an organisation collects, maintains and reports, information on people and jobs
 (b) The process of integrating the employees' needs and aspirations with organizational needs
 (c) The process of bringing people and organisation together so that the goals of each are achieved
 (d) The efforts to make life worth living for workers
43. Management development
 (a) is a short term in nature (b) focuses on employees' current job
 (c) is an informal activity (d) aims at overall development of a manager

44. A future oriented training focuses on _____.
- (a) Employee potential (b) Employability (c) Employee development (d) Skill training
45. Job specification is a statement of
- (a) Minimum qualification required for a job (b) Technical job requirement
(c) Machines to be used (d) None of these
46. Job analysis is helpful in
- (a) HRP, recruitment and selection (b) Training and development
(c) A Job evaluation and performance appraisal (d) All of these
47. _____ is the systematic, periodic and impartial rating of an employee for excellence in matters pertaining to his present job and his potential for a better job.
- (a) Performance appraisal (b) Compensation and motivation
(c) Training and development (d) Performance indicator
48. Staffing includes
- (a) work load estimation (b) Job analysis
(c) Distribution of staff in various departments. (d) Orientation programme
49. A written statement of policies and principles that guides the behaviour of all employees is called _____.
- (a) Ethics/dilemma (b) Word of ethics (c) Code of ethics (d) Training manual
50. How can high performing employee be prepared for future positions?
- (a) By managing the employee (b) Increasing their skill
(c) Internal training (d) Motivate for further studies
51. The characteristics of human resources are _____ in nature.
- (a) Homogeneous (b) Heterogeneous (c) Stable (d) Unstable
52. Which of the following is the components of remuneration?
- (a) Motivation (b) External Equity (c) Fringe benefits (d) Reinforcement

Input Text Based MCQs

Read the passage and answer the questions that follow (53 to 56).

The expectations from an HRM personnel include having clarity of goals of the organisation and should be able to work consistently for achieving the same. An HRM Person needs to have a robust way of planning, gauging employee expectations, their roles and good communication skills. An HRM personnel need to have efficiency in time management, able to compare performances without biases in the interest of employees. He/she should have knowledge about the business and industry he/she is working or dealing with. They should know how it works, what are its needs and vision and what role can they play in achieving this vision. HRM personnel should have enthusiasm to share, develop, coach and mentor people. They should be able to bring change in perception and behaviour of employees. Work ethics and trustworthiness is another skill which a HRM personnel should possess as they are in possession of various personal data and information, ideas, plan of employees which are private. They need to win trust of employees for maintaining good relationships and addressing grievances. Organisations need efficient professional trained in management of human resources.

53. Revealing personal information of employee belongs to:
- (a) Lack of responsibility on the part of data manager
(b) Lack of ethics and trustworthiness on part of HRM
(c) Information given in organisation can not be considered personal.
(d) Both (a) and (b)
54. The most relevant qualities an HRM personnel should have _____
- (a) Eye for quality (b) Communication skills
(c) Interpersonal relationships (d) only (b) and (c)

55. An HRM personnel may need to guide the students in school club, which attributes she/he should have
 (a) Enthusiasm (b) Mentorship (c) Coaching skill (d) All of these
56. To handle the grievances of employee, which skills are most relevant?
 (a) Capacity to target the vision (b) Interrelationships and favouritism
 (c) Trustworthiness and unbiased approach (d) Communication skills and trust

Read the passage and answer the questions that follow (57 to 60).

HRM courses are offered both at degree and diploma level by universities and other institutions. Peoples having degree can apply for PG diploma. Candidates pursuing HRM course will develop insight into areas like training and development, perspectives of management, human resources management, employee compensation management, labour welfare, etc. The career path include trainee to being manager, HR managers, in labour department, employment department, general field of management. Working as corporate HRM at middle or senior position in HRM Department. Some organisations that specialize in T and D as a business. They train the employees with certain skills. Recruitment consultation in placement agencies, as an HR consultant in an organisation to solve issues of an organisation, restructure, grievances solution are also available. Field of career Counselling can also be explored by the HR Personnel for schools, institutions, companies, clubs as a freelancer or consultant. Academic institutions also employ HRM personnel for teaching and research purpose.

57. To enter into the field of HRM what courses/educational programs are available?
 (a) Degree, Diploma, MBA courses (b) Degree, PG Diploma courses
 (c) MSc., PGDCA (d) All of these can be done
58. A person working in placement agencies should know.
 (a) Different fields of work (b) Desired qualifications and skills
 (c) Communication skills (d) All of these
59. A freelancer in the field of HR can work as
 (a) Consultant, teacher, researcher
 (b) Researcher, manager, specialist trainer
 (c) HR and recruitment consultant, consultant faculty
 (d) Labour welfare officials, VP accounts, consultant
60. After receiving specialist education in the field of HRM, Anjali is looking for a job, which positions can be suitable for her?
 (a) Technical post in Engineering organisations, consumer consultant, welfare manager
 (b) Corporate HRM managers, as a master trainer in T and D department, consultant
 (c) As a consultant, as a researcher, as a teacher
 (d) CEO of a IT company, corporate HRM managers

ANSWERS

Multiple Choice Questions

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|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 1. (a) | 2. (a) | 3. (b) | 4. (c) | 5. (b) | 6. (b) | 7. (c) | 8. (a) | 9. (c) | 10. (c) |
| 11. (d) | 12. (c) | 13. (d) | 14. (a) | 15. (d) | 16. (c) | 17. (d) | 18. (d) | 19. (d) | 20. (d) |
| 21. (c) | 22. (a) | 23. (d) | 24. (d) | 25. (d) | 26. (a) | 27. (a) | 28. (a) | 29. (b) | 30. (c) |
| 31. (b) | 32. (a) | 33. (a) | 34. (c) | 35. (b) | 36. (d) | 37. (b) | 38. (b) | 39. (d) | 40. (b) |
| 41. (c) | 42. (c) | 43. (d) | 44. (a) | 45. (a) | 46. (d) | 47. (a) | 48. (c) | 49. (c) | 50. (c) |
| 51. (b) | 52. (c) | | | | | | | | |

Input Text Based MCQs

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|---------|---------|---------|---------|---------|---------|---------|---------|
| 53. (b) | 54. (d) | 55. (d) | 56. (c) | 57. (a) | 58. (d) | 59. (c) | 60. (b) |
|---------|---------|---------|---------|---------|---------|---------|---------|

