**Rajasthan Institute of Engineering & Technology, Jaipur**

**University Roll No. \_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Ist Year MBA. IInd Semester IInd mid Term Examination, March 2018

Subject: - HRM **SET-A**

Time: -2 Hrs. [Maximum Marks: -20]

[Min. Passing Marks: 08]

Instructions to the Candidates:

Attempt any 4 questions from Section A and Section B is Compulsory

**Section A**

1. **Managing people is the heart and essence of being a manager." Explain this statement and describe the meaning and characteristics of Human Resource Management. 3**

**Ans**. Human resource management (HRM or simply HR) is the management of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws. In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the company's primary liaison with the employees' representatives. In other words, HRM is the process of managing people in organizations in a structured and thorough manner. HRM encompasses the management of people in organizations from a macro perspective i.e. managing people in the form of a collective relationship between management and employees. This approach focuses on the objectives and outcomes of the HRM function.

**Characteristics of Human Resource Management**

1. It is only the functional area which is concerned with the human Resource as well as functional area such as, Production, Marketing & Finance.

2. It is responsible for encouraging the employees to work hard through proper motivation.

3. Human Resource Management ensure right job through proper selection of employee.

1. **Define Human Resource Planning and give an overview of the process of Human Resource Planning.** **3**

**Ans.** Coleman has defined Human Resource 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 organisation.

Human Resource planning is the process by which a management determines how an organisation should move from its current manpower position to its desired manpower position. Through planning a management strives to have the right number and the right kinds of people at the right places, at the right time, to do things which result in both the organisation and the individual receiving the maximum long-range benefit**.**

**Objectives of HR Planning**

The major objectives of Human Resource Planning in an organisation are to :

1. ensure optimum use of human resources currently employed;
2. avoid balances in the distribution and allocation of human resources;
3. assess or forecast future skill requirements of the organisation‘s overall objectives;
4. provide control measure to ensure availability of necessary resources when required;
5. control the cost aspect of human resources;
6. formulate transfer and promotion policies.

Steps in HRP

Human resource planning refers to a process by which companies ensure that they have the right number and kinds of people at the right place, at the right time; capable of performing different jobs efficiently. Planning the use of human resources is an important function in every organisation. A rational estimate to various categories of personnel in the organisation is an important aspect of human resource planning. HRP involves the following steps :

1. **Analysis of Organisational Plans and Objectives :**

Human resource planning is a part of overall plan of organisation. Plans concerning technology, production, marketing, finance, expansion and diversification give an idea about the volume of future work activity. Each plan can further be analysed into sub-plans and detailed programmes. It is also necessary to decide the time horizon for which human resource plans are to be prepared. The future organisation structure and job design should be made clear and changes in the organisation structure should be examined so as to anticipate its manpower requirements.

2. **Forecasting Demand for Human Resources :** Human resource planning starts with the estimation of the number and type of personnel required at different levels and in different departments. The main steps involved in HRP process are (a) to determine and to identify present and prospective needs of human resource, (b) to discover and recruit the required number of persons. (c) to select the right number and type from the available people. (d) to hire and place in the positions for which they are qualified, (e) to provide information to the selected people about the nature of work assigned to them, (f) to Promote or to transfer as per the needs and the performance of employees, (g) to denote if the employees are disinterested or their performance is not upto the mark, (h) to terminate if they are not needed or their performance is below standard and shows no hopes of improvement. It is the most crucial and critical area of HRD. These HRD manager must pay attention to place right man to the right job through recruitment selection Training and Placement of employees. This calls for the adoption of a systematic procedure to complete recruitment and selection.

**3. Forecasting Supply of Human Resources** : One of the important areas of human resources planning is to deal with allocation of persons to different departments depending upon the work-load and requirements of the departments. While allocating manpower to different departments, care has to be taken to consider appointments based on promotions and transfers. Allocation of human resource should be so planned that available manpower is put to full use to ensure smooth functioning of all departments.

4. **Estimating Manpower Gaps :** Net human resource requirements or manpower gaps can be identified by comparing demand and supply forecasts. Such comparison will reveal either deficit or surplus of human resources in future. Deficits suggest the number of persons to be recruited from outside whereas surplus implies redundant to be redeployed or terminated. Similarly, gaps may occur in terms of knowledge, skills and aptitudes. Employees deficient in qualifications can be trained whereas employees with higher skills may be given more enriched jobs.

5. **Matching Demand and Supply** : It is one of the objectives of human resource planning to assess the demand for and supply of human resources and match both to know shortages and surpluses on both the side in kind and in number. This will enable the human resource department to know overstaffing or understaffing. Once the manpower gaps are identified, plans are prepared to bridge these gaps. Plans to meet the surplus manpower may be redeployment in other departments and retrenchment in consultation, with the trade unions. People may be persuaded to quit through voluntarily retirement. Deficit can be met through recruitment, selection, transfer, promotion, and training plans. Realistic plans for the procurement and development of manpower should be made after considering the macro and micro environment which affect the manpower objectives of the organisation.

1. **Write short note on: 3**
2. **Delaying:** To postpone until a later time/Postponement
3. **Right Sizing:** The process of a corporation reorganizing or restructuring their business by cost-cutting, reduction of workforce, or reorganizing upper-level management. The goal is to get the company moulded properly to achieve the maximum profit.
4. **Job analysis :** Job Analysis is a procedure by which pertinent information is obtained about a job, i.e., it is a detailed and systematic study of information relating to the operation and responsibilities of a specific job. An authority has defined job analysis as ―the process of determining, by observation and study, and reporting pertinent information relating to the nature of a specific job... ―It is the determination of the tasks which comprise the job and of the skills, knowledge, abilities and responsibilities required of the worker for a successful performance and which differentiate one job from all others.

Job analysis provides the following information :

1. **Job Identification :** Its title, including its code number;
2. **Significant Characteristics of a Job :** It location, physicalsetting, supervision, union jurisdiction, hazards and discomforts;
3. **What the Typical Worker Does :** Specific operation andtasks that make up an assignment, their relative timing and importance, their simplicity, routine or complexity, the responsibility or safety of others for property, funds, confidence and trust;
4. **Which Materials and Equipment a Worker Uses :** Metals,plastics, grains, yarns, milling machines, punch presses and micrometers;

1. **Explain various methods of training. 3**

* **Ans. 1.** On-the-job Training (OJT) Methods: This is the most common method of training in which a trainee is placed on a specific job and taught the skills and knowledge necessary to perform it.

**The advantages of OJT are as follows:**

* 1. On the job method is a flexible method.
* 2. It is a less expensive method.
* 3. The trainee is highly motivated and encouraged to learn.
* 4. Much arrangement for the training is not required.

**1. Job rotation:**

* This training method involves movement of trainee from one job to another gain knowledge and experience from different job assignments. This method helps the trainee under­stand the problems of other employees.

**2. Coaching:**

* Under this method, the trainee is placed under a particular supervisor who functions as a coach in training and provides feedback to the trainee. Sometimes the trainee may not get an opportunity to express his ideas.

On the job training methods have their own limitations, and in order to have the overall development of employee’s off-the-job training can also be imparted. The methods of training which are adopted for the development of employees away from the field of the job are known as off-the-job methods**.**

**1. Case study method:**

* Usually case study deals with any problem confronted by a business which can be solved by an employee. The trainee is given an opportunity to analyse the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee**.**

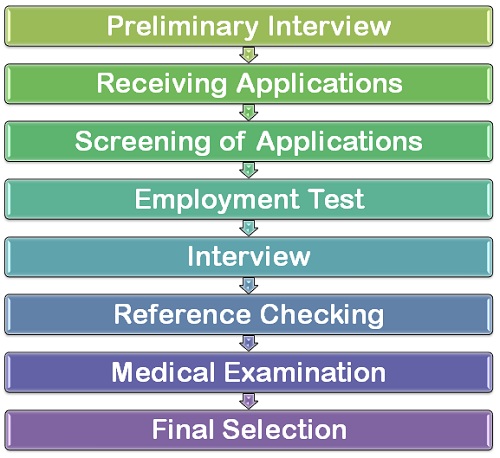
**2. Incident method:**

* Incidents are prepared on the basis of actual situations which happened in different organizations and each employee in the training group is asked to make decisions as if it is a real-life situation. Later on, the entire group discusses the incident and takes decisions related to the incident on the basis of individual and group decisions.

1. **Explain the meaning of selection and process of Selection 3**

**Ans.** Selection is the process of choosing qualified individuals who are available to fill the positions in organization.

**process of Selection:**



1. **What is the meaning and significance of training and development . Explain its process also. 3**

**Ans Training and development is vital part of the human resource development**. It is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer’s expectation of quality and service and a subsequent need to lower costs. It is also become more important globally in order to prepare workers for new jobs. In the current write up, we will focus more on the emerging need of training and development, its implications upon individuals and the employers.

**Initial Assessment**

The training and development process begins when a new person gets hired. An human resource specialist or a manager must assess a new employee's training needs and write a professional development plan to address those needs in the first year. A new employee's first year is crucial to determining if he is suited to the position.

**Training**

The training process continues when an employee goes to in-house and external training programs. Each learning situation should help an employee move from her present skill level to a desired skill level. Although learning activities vary, an employee should exit all experiences more skilled or knowledgeable in the subject matter.

**Development**

Once an employee receives training at the onset of a job, he needs time to develop himself in his position. His supervisor monitors his progress to ensure that he can apply his training and other skills and abilities to perform the job well. A supervisor might add additional training programs to his individual plan during the first year.

**Feedback**

Feedback is another important step in the process. An employee's supervisor needs to determine if the employee is succeeding. For example, if he performs customer service tasks, a supervisor can get feedback from customers and compare it to data from other workers in the same position. A supervisor then offers feedback and coaching to the employee so he can improve.

**Evaluation**

At the end of every year, an employee's training and development plan plays a part in the formal evaluation process. A supervisor considers whether training and development opportunities have helped an employee succeed. The overall ratings on the evaluation determine if she continues in her job. An employee can also be proactive in asking for feedback in the year following the first appraisal. If she continues, her training plan is updated for the next year. She must improve over the next year and in subsequent years. Through this process, she develops into a better asset to the organization.

**Section B**

**Case: “Selecting Someone for Promotion”**

One of your supervisors has selected a position with another company. As manager of the department, you decide to ask your assistant to review all the personnel in the department to find a replacement. You suggest the consider the three group leaders as the most logical candidates. While your assistant, Mohit Nagar, generally agrees with this, he asks you how he should decide which of the three people would be best for the job.

You just gave a hint and said,” In working out problems and making decisions, effective managers keep two objectives in mind.”

**Questions:**

1**) What will you say to an assistant manager about how to select a person for supervisory post?** **4**

Ans: A good way to select a person is to think about the qualifications for the job, the capabilities and characterstics of a supervisior. These traits may be that are required for leadership such as intelligence, ambition, self-confidence, integrity and so, on. We can also add to these: reliability, courage, decision-making ability, and a willingness to accept responsibility for the actions of others.

**2) What should two objectives be kept in mind while selecting someone for promotion? 4**

**Ans:** In working out problems and making decisions , effective managers keep two objectives in mind.

1) they do everything possible to achieve the most productive and efficient result that they can.

2) They make an effort to act on their own, learn from the experience, and save time for their superiors. True professionals don’t go to their superiors every time a problem comes up or a decision must be made.

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**Section A**

**1 “Managing people is the heart and essence of being a manager.” Explain this statement and describe the characteristics of HRM (3)**

. **Ans**. Human resource management (HRM or simply HR) is the management of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws. In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the company's primary liaison with the employees' representatives. In other words, HRM is the process of managing people in organizations in a structured and thorough manner. HRM encompasses the management of people in organizations from a macro perspective i.e. managing people in the form of a collective relationship between management and employees. This approach focuses on the objectives and outcomes of the HRM function.

**Characteristics of Human Resource Management**

1. It is only the functional area which is concerned with the human Resource as well as functional area such as, Production, Marketing & Finance.

2. It is responsible for encouraging the employees to work hard through proper motivation.

3. Human Resource Management ensure right job through proper selection of employee.

**2 Write short note on:**

**1) Right sizing:** The process of a corporation reorganizing or restructuring their business by cost-cutting, reduction of workforce, or reorganizing upper-level management. The goal is to get the company moulded properly to achieve the maximum profit.

**2) Job description:** A job description is an internal document that clearly states the essential job requirements, job duties, responsibilities, and skills required to perform a specific role. A more detailed job description will cover how success is measured in the role so it can be used during performance evaluations.

They are also known as a job specification, JD, and position description

3) **Budget Control:** Human resources curbs excessive spending through developing methods for trimming workforce management costs, which includes negotiating better rates for benefits such as health care coverage. In addition, human resources ensures competitive and realistic wage-setting based on studying the labour market, employment trends and salary analysis based on job functions. As some small businesses have budget constraints, this human resources function is especially helpful. **(3)**

**3 What is the basic difference between Training implementation and training evaluation**  **(3)**

**Ans.Training Implementation o**f a training program to improve performance, taking into account the experience and educational levels of the personnel and the time and resources available for training. To put training program into effect according to definite plan or procedure is called **training implementation**.  
Training implementation is the hardest part of the system because one wrong step can lead to the failure of whole training program. Even the best training program will fail due to one wrong action.

Training implementation can be segregated into:

* Practical administrative arrangements
* Carrying out of the training

**Training Evaluation** involves the assessment of the effectiveness of the training programs. This assessment is done by collecting data on whether the participants were satisfied with the deliverables of the training program, whether they learned something from the training and are able to apply those skills at their workplace.

**Benefits of Training Evaluation**

* **Evaluation ensures accountability -** Training evaluation ensures that training programs comply with the competency gaps and that the deliverables are not compromised upon.
* **Check the Cost -** Evaluation ensures that the training programs are effective in improving the work quality, employee behaviour, attitude and development of new skills within the employee within a certain budget. Since globally companies are trying to cut their costs without compromising upon the quality, evaluation just aims at achieving the same with training.
* **Feedback to the Trainer / Training -** Evaluation also acts as a feedback to the trainer or the facilitator and the entire training process. Since evaluation accesses individuals at the level of their work, it gets easier to understand the loopholes of the training and the changes required in the training methodology.

4 **What is the concept of HR planning (3)**

**Ans.** Human resource planning, or HRP, is the ongoing, continuous process of systematic planning to achieve optimum use of an organization's most valuable asset — its human resources. The objective of human resource planning is to ensure the best fit between employees and jobs while avoiding manpower shortages or surpluses.

The objective of human resource planning is to ensure the best fit between employees and jobs while avoiding manpower [shortages](https://www.investopedia.com/terms/s/shortage.asp) or surpluses.

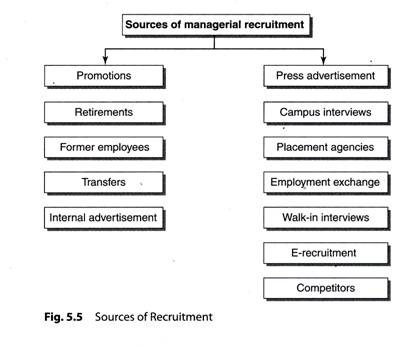
The four key steps of the human resources planning process are

* analysing present labor supply,
* [forecasting](https://www.investopedia.com/terms/f/forecasting.asp) labour demand,
* balancing projected labor demand with supply
* Supporting organizational goals.

**5. Explain the meaning and sources of recruitment. (3)**

### Ans. Recruitment refers to the overall process of attracting, shortlisting, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organization.

### Sources of Recruitment:



**Internal Sources of Recruitment:**

**1. Promotions:** The promotion policy is followed as a motivational technique for the employees who work hard and show good performance. Promotion results in enhancements in pay, position, responsibility and authority. The important requirement for implementation of the promotion policy is that the terms, condi­tions, rules and regulations should be well-defined.

**2. Retirements:** The retired employees may be given the extension in their service in case of non­-availability of suitable candidates for the post.

**3. Former employees:** Former employees who had performed well during their tenure may be called back, and higher wages and incentives can be paid to them.

**4. Transfer:** Employees may be transferred from one department to another wherever the post becomes vacant.

**5. Internal advertisement:** The existing employees may be interested in taking up the vacant jobs. As they are working in the company since long time, they know about the specification and description of the vacant job. For their benefit, the advertisement within the company is circulated so that the employees will be intimated.

#### External Sources of Recruitment:

**1. Press advertisement:**

A wide choice for selecting the appropriate candidate for the post is avail­able through this source. It gives publicity to the vacant posts and the details about the job in the form of job description and job specification are made available to public in general.

**2. Campus interviews:**

It is the best possible method for companies to select students from various educational institutions. It is easy and economical. The company officials personally visit various institutes and select students eligible for a particular post through interviews. Students get a good opportunity to prove themselves and get selected for a good job.

**3. Placement agencies:**

A databank of candidates is sent to organizations for their selection purpose and agencies get commission in return.

**4. Employment exchange:**

People register themselves with government employment exchanges with their personal details. According to the needs and request of the organization, the candidates are sent for interviews.

**5. Walk in interviews:**

These interviews are declared by companies on the specific day and time and conducted for selection.

**6. E-recruitment:**

Various sites such as jobs.com, naukri.com, and monster.com are the available electronic sites on which candidates upload their resume and seek the jobs.

**7. Competitors:**

By offering better terms and conditions of service, the human resource managers try to get the employees working in the competitor’s organization.

**6. Explain the training need analysis. (3)**

**Ans. Training Need Analysis(TNA)** is the process of identifying the gap between employee training and needs of training. Training needs analysis is the first stage in the training process and involves a procedure to determine whether training will indeed address the problem which has been identified**.**

**Types of Needs Analyses**

* **Organizational Analysis**. An analysis of the business needs or other reasons the training is desired. An analysis of the organization's strategies, goals, and objectives. *What is the organization overall trying to accomplish?* The important questions being answered by this analysis are who decided that training should be conducted, why a training program is seen as the recommended solution to a business problem, what the history of the organization has been with regard to employee training and other management interventions.
* **Person Analysis**. Analysis dealing with potential participants and instructors involved in the process. The important questions being answered by this analysis are who will receive the training and their level of existing knowledge on the subject, what is their learning style, and who will conduct the training. *Do the employees have required skills?* Are there changes to policies, procedures, software, or equipment that require or necessitate training?
* **Work analysis / Task Analysis**. Analysis of the tasks being performed. This is an analysis of the job and the requirements for performing the work. Also known as a task analysis or job analysis, this analysis seeks to specify the main duties and skill level required. This helps ensure that the training which is developed will include relevant links to the content of the job.
* **Performance Analysis**. Are the employees performing up to the established standard? If performance is below expectations, can training help to improve this performance? Is there a *Performance Gap*?
* **Content Analysis**. Analysis of documents, laws, procedures used on the job. This analysis answers questions about what knowledge or information is used on this job. This information comes from manuals, documents, or regulations. It is important that the content of the training does not conflict or contradict job requirements. An experienced worker can assist (as a subject matter expert) in determining the appropriate content.
* **Training Suitability Analysis**. Analysis of whether training is the desired solution. Training is one of several solutions to employment problems. However, it may not always be the best solution. It is important to determine if training will be effective in its usage.
* **Cost-Benefit Analysis**. Analysis of the return on investment (ROI) of training. Effective training results in a return of value to the organization that is greater than the initial investment to produce or administer the training.

**Section B**

**Case: Conducting the job analysis**

You are working as a management consultant in the field of HRM. You are appointed as a job analyst in a medium –sized Hotel to conduct the analysis of receptionist’s and hotel managers’ jobs. The hotel also runs a cafeteria in it to provide meals to customers. It employs 3 clerks, 1 accountant, 6 managerial employees and 40 service staff. You are provided an overview of the Hotel and its job. You are also given an organization chart and a process chart of the Hotel.

1. **How the ‘overview’ of the Hotel will help in analyzing task. 4**

**Ans.** The overview of the Hotel and its jobs will provide an overall informed picture of the total arrangement of Hotel units and jobs. This will also provide a better understanding of work through the units.

1. **What methods of data collection will you choose for doing job analysis? 4**

Ans. For conducting job analysis in the Hotel four methods of the data collection can be used. These are-

observation, interview, questionnaires, and the job incumbent diary.