

**MUZAFFARPUR INSTITUTE OF TECHNOLOGY,  
MUZAFFARPUR**



**COURSE FILE  
OF  
PERSONNEL MANAGEMENT AND INDUSTRIAL  
RELATION**



**(COURSE CODE 24 1502)**

**Faculty Name:**

**DR. RAVI KANT RANJAN**

**ASSISTANT PROFESSOR, DEPARTMENT OF MECHANICAL  
ENGINEERING**



**विज्ञान एवं प्रावैधिकी विभाग**

**Department of Science and Technology  
Government of Bihar**

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## **Department of Leather Technology**

### **Vision**

- To emerge as a national leader in graduate level studies in all sub areas of leather field and to make significant contribution to the development of the society, industry, nation and the world.

### **Mission**

- Educate leather technology students to produce quality engineers who serve leading firms and different sectors of the industry and can work in multi-disciplinary environment to anticipate and address evolving challenges of the 21<sup>st</sup> century in tanning and footwear industry.
- Impart high performance knowledge in leather and footwear sector that are economic and environment friendly.
- To establish national leadership and provide technological support to the Indian leather industry.
- Improve fundamental knowledge of inter relationship between the built environment and natural systems.

## **Leather Technology Program Educational Objectives**

After successful completion of program, graduates will be able to

**PEO 1:** Work in the Leather and chemical and footwear field.

**PEO 2:** Pursue higher studies.

**PEO 3:** Contribute in teaching, research and other developmental activities of Leather technology and its allied fields.

**PEO 4:** Work in the multicultural and multidisciplinary groups for the sustainable development and growth of leather industry projects and profession.

## **Leather Technology Student Outcomes**

Students who complete the B.E. degree in leather technology will be able to:

1. An ability to apply knowledge of mathematics, science, and engineering,
2. The ability to conduct laboratory experiments and to critically analyze and interpret experimental data.
3. The ability to perform design in leather by means of design experiences integrated throughout the professional component of the curriculum.
4. An ability to function on teams, that must integrate contributions from different areas of leather technology towards the solution of multi disciplinary projects.
5. An ability to identify, formulate, and solve Leather industries problems.
6. An understanding of professional practice issues in leather technology including professional and ethical responsibility.
7. An ability to write and speak effectively.
8. The broad education necessary to understand the impact of leather fields solutions in a global and societal context.

9. A recognition of the need for, and an ability to engage in life-long learning,
10. An ability to use the techniques, skills, and modern tools necessary for leather technology practices.
11. Possess a thorough understanding of techniques that are appropriate to environment and country.
12. Possess ability to estimate costs, estimate quantities and evaluate materials for leather manufacturing.

## **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** Meaning, concept, function, & importance of personnel management, role of a personnel manager, personnel policies

**CO.2** Meaning, concept, need & types of manpower planning. Meaning and concept of job analysis, job description & job specification. Recruitment & selection.

**CO.3** Meaning, need, method & importance for training and development.

**CO.4** Meaning, Objective, method of performance appraisal, meaning and types of transfer, meaning and basis of promotion and separation.

**CO.5** Meaning purpose & principle of wage & salary administration, Methods of wage payment

**CO.6** Health, safety and welfare facilities, Social security

**CO.7** Meaning & concept of Industrial Relation and Trade Union.

## CO-PO MAPPING

Sr. No.	Course Outcome	PO
1.	<b>CO.1</b> Meaning, concept, function, & importance of personnel management, role of a personnel manager, personnel policies.	PO1, PO4
2.	<b>CO.2</b> Meaning, concept, need & types of manpower planning. Meaning and concept of job analysis, job description & job specification. Recruitment & selection.	PO1, PO6, PO7, PO10
3.	<b>CO.3</b> Meaning, need, method & importance for training and development.	PO2, PO6, PO8
4.	<b>CO.4</b> Meaning, Objective, method of performance appraisal, meaning and types of transfer, meaning and basis of promotion and separation.	PO2, PO4, PO11
5.	<b>CO.5</b> Meaning purpose & principle of wage & salary administration, Methods of wage payment.	PO3, PO12
6.	<b>CO.6</b> Health, safety and welfare facilities, Social security.	PO1, PO3, PO9
7.	<b>CO.7</b> Meaning & concept of Industrial Relation and Trade Union.	PO3, PO6, PO9

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>CO.1</b> Meaning, concept, function, & importance of personnel management, role of a personnel manager, personnel policies.	√			√								
<b>CO.2</b> Meaning, concept, need & types of manpower planning. Meaning and concept of job analysis, job description & job specification. Recruitment & selection.	√					√	√			√		
<b>CO.3</b> Meaning, need, method & importance for training and development.		√				√		√				
<b>CO.4</b> Meaning, Objective, method of performance appraisal, meaning and types of transfer, meaning and basis of promotion and separation.		√		√							√	
<b>CO.5</b> Meaning purpose & principle of wage & salary administration, Methods of wage payment.			√									√
<b>CO.6</b> Health, safety and welfare facilities, Social security.	√		√						√			
<b>CO.7</b> Meaning & concept of Industrial Relation and Trade Union.			√			√			√			

**B. Tech. V Semester (LT)**  
**24 1502 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.

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**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.



**5th Semester Leather Technology**

**ROOM NO. 47**

<i>Day/ time</i>	09:00-10:00	10:00-11:00	11:00-12:00	12:00-1:00	1:00-02:00	02:00-03:00	03:00 - 04:00	04:00-05:00
<b>MON</b>					<b>B</b>			
<b>TUE</b>				<b>PM&amp;IR RKR</b>	<b>R</b>			
<b>WED</b>					<b>E</b>			
<b>THU</b>			<b>PM&amp;IR RKR</b>		<b>A</b>			
<b>FRI</b>			<b>PM&amp;IR RKR</b>		<b>K</b>			
<b>SAT</b>								

**Student List**

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<b>S.No.</b>	<b>Roll No.</b>	<b>Name of Student</b>
1.	16LT05	VIKASH KUMAR
2.	16LT08	ARCHANA KUMARI
3.	16LT11	AMAN SHRIVASTAVA
4.	16LT14	RAKESH KUMAR
5.	16LT15	SURBHI SAURAV
6.	16LT16	RAKESH KUMAR SAH
7.	16LT17	KRITIKA VAGMI
8.	16LT19	DEEPSHI
9.	16LT20	RAVINDRA RAM

<b>Institute / College Name :</b>	<b>Muzaffarpur Institute of Technology Muzaffarpur</b>		
<b>Program Name</b>	<b>B.Tech. LT</b>		
<b>Course Code</b>	24 1502		
<b>Course Name</b>	PERSONNEL MANAGEMENT AND INDUSTRIAL RELATION		
<b>Lecture / Tutorial (per week):</b>	3/0	<b>Course Credits</b>	3
<b>Course Coordinator Name</b>	DR. RAVI KANT RANJAN		

### 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.	<a href="http://www.pondiuni.edu.in/storage/dde/downloads/hrmiii_irm.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/hrmiii_irm.pdf</a>
2.	<a href="http://www.untag-smd.ac.id/files/Perpustakaan_Digital_2/PERSONNEL%20MANAGEMENT%20Organizational%20success%20through%20effective%20human%20resources%20management%2097815672.pdf">http://www.untag-smd.ac.id/files/Perpustakaan_Digital_2/PERSONNEL%20MANAGEMENT%20Organizational%20success%20through%20effective%20human%20resources%20management%2097815672.pdf</a>
3.	<a href="http://shodhganga.inflibnet.ac.in/bitstream/10603/75611/1/11_chapter%202.pdf">http://shodhganga.inflibnet.ac.in/bitstream/10603/75611/1/11_chapter%202.pdf</a>
4.	<a href="http://assets.vmo.ac.in/PGDLL04.pdf">http://assets.vmo.ac.in/PGDLL04.pdf</a>
5.	<a href="http://www.managementjournals.com/journals/hrm/vol1/2-1-2-4.pdf">http://www.managementjournals.com/journals/hrm/vol1/2-1-2-4.pdf</a>
6.	<a href="http://www.csjournals.com/IJITKM/PDF%205-1/Article_4.pdf">http://www.csjournals.com/IJITKM/PDF%205-1/Article_4.pdf</a>
7.	<a href="http://www.iosrjournals.org/iosr-jhss/papers/Vol19-issue6/Version-3/C019631218.pdf">http://www.iosrjournals.org/iosr-jhss/papers/Vol19-issue6/Version-3/C019631218.pdf</a>
8.	<a href="http://onlinelibrary.wiley.com/doi/10.1111/j.1467-6486.1987.tb00460.x/abstract">http://onlinelibrary.wiley.com/doi/10.1111/j.1467-6486.1987.tb00460.x/abstract</a>

### 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		<b>Introduction</b>		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	<a href="https://www.youtube.com/watch?v=3dX0TjqENE&amp;index=18&amp;list=PLF1DBCAC25C2BC963">https://www.youtube.com/watch?v=3dX0TjqENE&amp;index=18&amp;list=PLF1DBCAC25C2BC963</a>		

		basis)			
6-13		<b>Manpower planning</b>		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	<a href="https://www.youtube.com/watch?v=zv2jKnaY2YU">https://www.youtube.com/watch?v=zv2jKnaY2YU</a>		
14-18		<b>Training and development</b>		TB1, RB1	270-328
		Meaning, need & importance for training, method of training, development - meaning of development, method of development	<a href="https://www.youtube.com/watch?v=FiPPfxWgefA">https://www.youtube.com/watch?v=FiPPfxWgefA</a> & <a href="https://www.youtube.com/watch?v=bz5-58e5wU">https://www.youtube.com/watch?v=bz5-58e5wU</a>		
<b>Mid-Semester Exam (Syllabus covered from 1-18 lectures)</b>					
19-24		<b>Performance appraised, Transfer, Promotion, Separation</b>		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.	<a href="https://www.youtube.com/watch?v=20U62R6PLyA">https://www.youtube.com/watch?v=20U62R6PLyA</a> <a href="https://www.youtube.com/watch?v=kfljnLERibo">https://www.youtube.com/watch?v=kfljnLERibo</a> <a href="https://www.youtube.com/watch?v=cqcT5XFdcf4">https://www.youtube.com/watch?v=cqcT5XFdcf4</a>		
25-31		<b>Wages and salary administration</b>		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.	<a href="https://www.youtube.com/watch?v=EthJBz6NWE0">https://www.youtube.com/watch?v=EthJBz6NWE0</a>		
32-36		<b>Health and Social Security</b>		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.	<a href="https://www.youtube.com/watch?v=p3CeOUkXxy4">https://www.youtube.com/watch?v=p3CeOUkXxy4</a> & <a href="https://www.youtube.com/watch?v=dFF_R0AyvZA">https://www.youtube.com/watch?v=dFF_R0AyvZA</a>		

37-42		<b>Industrial Relation &amp; Trade Union</b>		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.	<a href="https://youtu.be/6J-VvleH06k">https://youtu.be/6J-VvleH06k</a> & <a href="https://www.youtube.com/watch?v=YsYTKBEAoFA">https://www.youtube.com/watch?v=YsYTKBEAoFA</a>		
<b>Assignment</b>					

1. **Evaluation Scheme:**

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

\*\* 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%

**This Document is approved by:**

Designation	Name	Signature
Course Coordinator	Dr. RAVI KANT RANJAN	
H.O.D	Prof. SANJAY KUMAR CHOUDHARY	
Principal	Dr. JAGDA NAND JHA	
Date	12.07.2018	

**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%

<b>Institute Name :</b>	<b>Muzaffarpur Institute of Technology, Muzaffarpur</b>		
<b>Program Name</b>	<b>B.Tech. LT</b>		
<b>Course Code</b>	24 1502		
<b>Course Name</b>	Personnel Management and Industrial Relation		
<b>Lecture / Tutorial (per week):</b>	3/0	<b>Course Credits</b>	3
<b>Course Coordinator Name</b>	DR. RAVI KANT RANJAN		

## LECTURE PLAN

<b>Topics</b>	<b>Lecture Number</b>	<b>Date on which the Lecture was taken</b>
<b>Introduction</b>		
Meaning, concept & function of personnel management	<b>1</b>	
Importance of personnel management	<b>2</b>	
Role of a personnel manager	<b>3</b>	
Personnel policies - Need of a personnel policies	<b>4</b>	
Organization of personnel Department ( functional basis, service basis and clientele basis)	<b>5</b>	
<b>Manpower planning</b>		
Manpower planning : Meaning & concept	<b>6</b>	
Need for manpower planning	<b>7</b>	
Types of manpower planning	<b>8</b>	
Meaning and concept of job analysis	<b>9</b>	
Job description & job specification	<b>10</b>	
Uses of job analysis information	<b>11</b>	
Recruitment, selection – meaning and steps of selection process	<b>12</b>	
Meaning of induction.	<b>13</b>	
<b>Training and development</b>		
Meaning of Training and development	<b>14</b>	
Need & importance for training	<b>15</b>	
Method of training	<b>16</b>	
Development - meaning of development	<b>17</b>	
Method of development	<b>18</b>	
<b>Performance appraised, Transfer, Promotion, Separation</b>		
Meaning and objective of Performance appraised	<b>19</b>	
Method of performance appraisal.	<b>20</b>	
Transfer: meaning objective, types	<b>21</b>	
Promotion: Meaning, policies, basis of promotion	<b>22</b>	
Separation: Resignation, Discharge & Dismissal	<b>23</b>	
Suspension & Retrenchment, Layoff	<b>24</b>	
<b>Wages and salary administration</b>		
Meaning purpose & principle of wage & salary administration	<b>25</b>	
Factors influencing wage & salary administration.	<b>26</b>	
Meaning of wage & salary, minimum wage, fair wage & living wage	<b>27</b>	
Meaning of money and real wage.	<b>28</b>	
Methods of wage payment - time rate & piece rate	<b>29</b>	
Incentive- Financial Incentive & non-financial Incentive	<b>30</b>	
Method of wage payment based on result.	<b>31</b>	
<b>Health and Social Security</b>		
Health, safety and welfare facilities	<b>32</b>	

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



**Leather Technology Engineering Department**  
**Sub Code: 24 1502 Personnel Management & Industrial Relation**

**Assignment**

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.

**MUZAFFARPUR INSTITUTE OF TECHNOLOGY**  
**MUZAFFARPUR**

Mid Semester Examination

Course: B.Tech. (5<sup>th</sup> Sem LT)

Subject: PM&IR

Time: Two Hours

Subject code: 24 1502

Full Mark: 20

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Answer **ANY FOUR** questions.

1. Define Personnel management. Outline the important objectives of Personnel management. Briefly describe the managerial functions performed by a personnel manager. (05)
2. Write down the need and importance of Personnel policies. Describe the different roles of personnel manager in achieving the organisational goals. (05)
3. What do you mean by Manpower planning? Describe its importance. Write down the different categories of Manpower planning. (05)
4. Define the term 'Job' and 'Job Analysis'. What are the different purposes of Job Analysis? (05)
5. What do you mean by Job Description? Describe the use and its different components. (05)
6. What is the different between Recruitment and Selection? Write down the steps involved in the Selection procedure. (05)

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## Question Bank

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### **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**

**Course Code 24 1502**

# 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

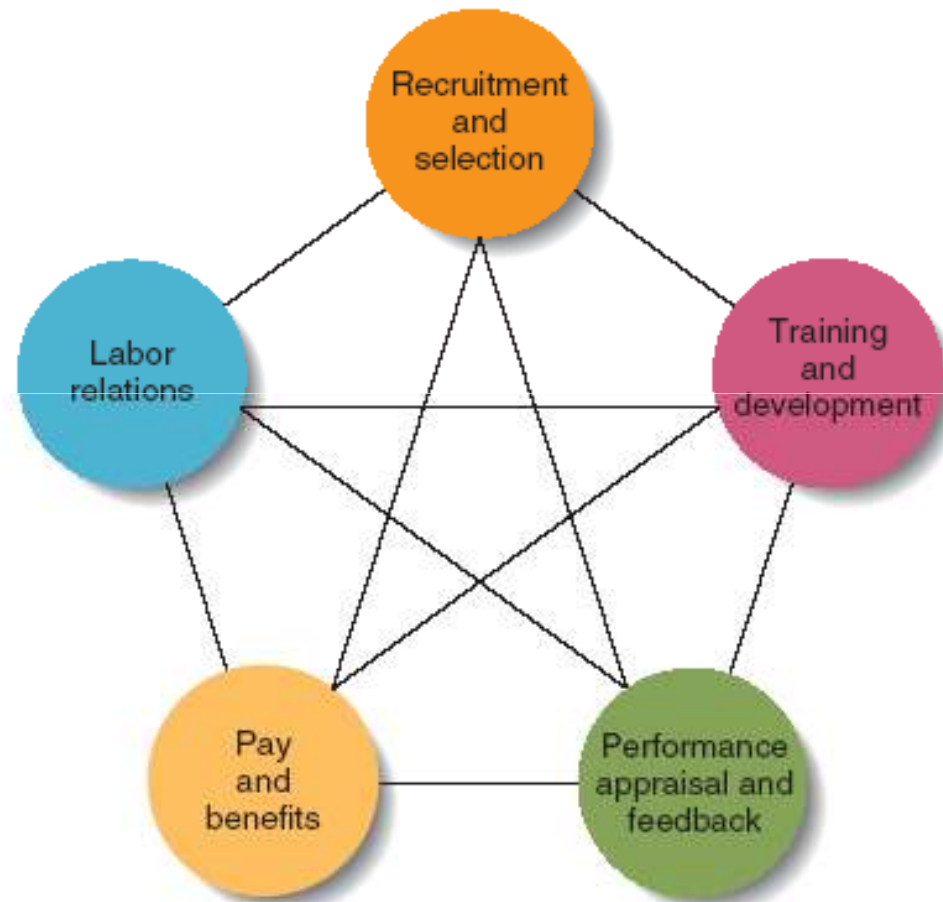
# Strategic Human Resource Management

- 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

- **Human Resource Planning (HRP)**
  - 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.
- **Supply forecasts**
  - Estimates the availability and qualifications of current employees now and in the future, as well as the supply of qualified workers in the external labor market.



# 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**
  - Observing what current workers do.
  - Having workers and managers fill out questionnaires.



# Recruitment

- **External Recruiting**
  - Looking outside the organization for people who have not worked at the firm previously.
    - Newspapers advertisements, open houses, on-campus recruiting, employee referrals, and through the Internet.

# Recruitment

- Advantages of External Recruiting
  - 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.
  - Research indicates this is a poor strategy.

# 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

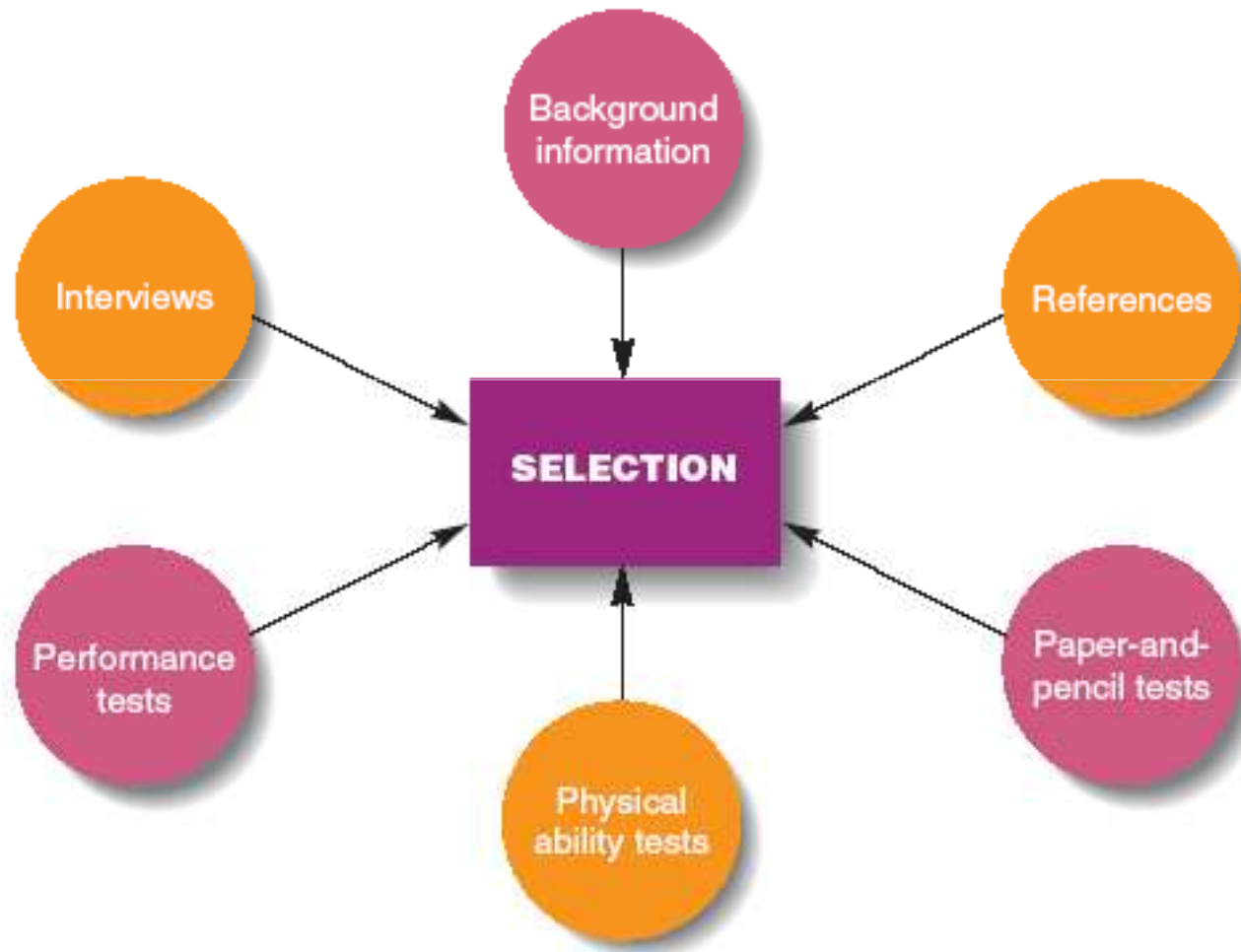


Figure 12.3

# 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

# The Selection Process

- **Interviews**

- Structured interviews where managers ask each applicant the same job-related questions.
- Unstructured interviews that resemble normal conversations.
- Usually structured interviews preferred; bias is possible in unstructured interviews.

# The Selection Process

- **Paper-and-Pencil Tests**
  - Ability tests assess the extent to which applicants possess the skills necessary job performance
  - Managers must have sound evidence that the tests are good predictors of performance

# The Selection Process

- **Physical ability tests**
  - Measures of dexterity, strength, and stamina for physically demanding jobs
  - Measures must be job related to avoid discrimination.



# Selection Process

- **Performance tests**
  - Tests that measure an applicant's current ability to perform the job or part of the job such as requiring an applicant to take typing speed test.
  - Assessment centers are facilities where managerial candidates are assessed on job-related activities over a period of a few days.

# Selection Process

- **References**

- Knowledgeable sources who know the applicants' skills, abilities, and other personal characteristics
- Many former employers are reluctant to provide negative information

# Reliability and Validity

Selection tools must be reliable and valid.

- **Reliability** is the degree to which the tool measures the same thing each time it is used.
- **Validity** is the degree to which the test measures what it is supposed to measure

# Training and Development

- **Training**
  - 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

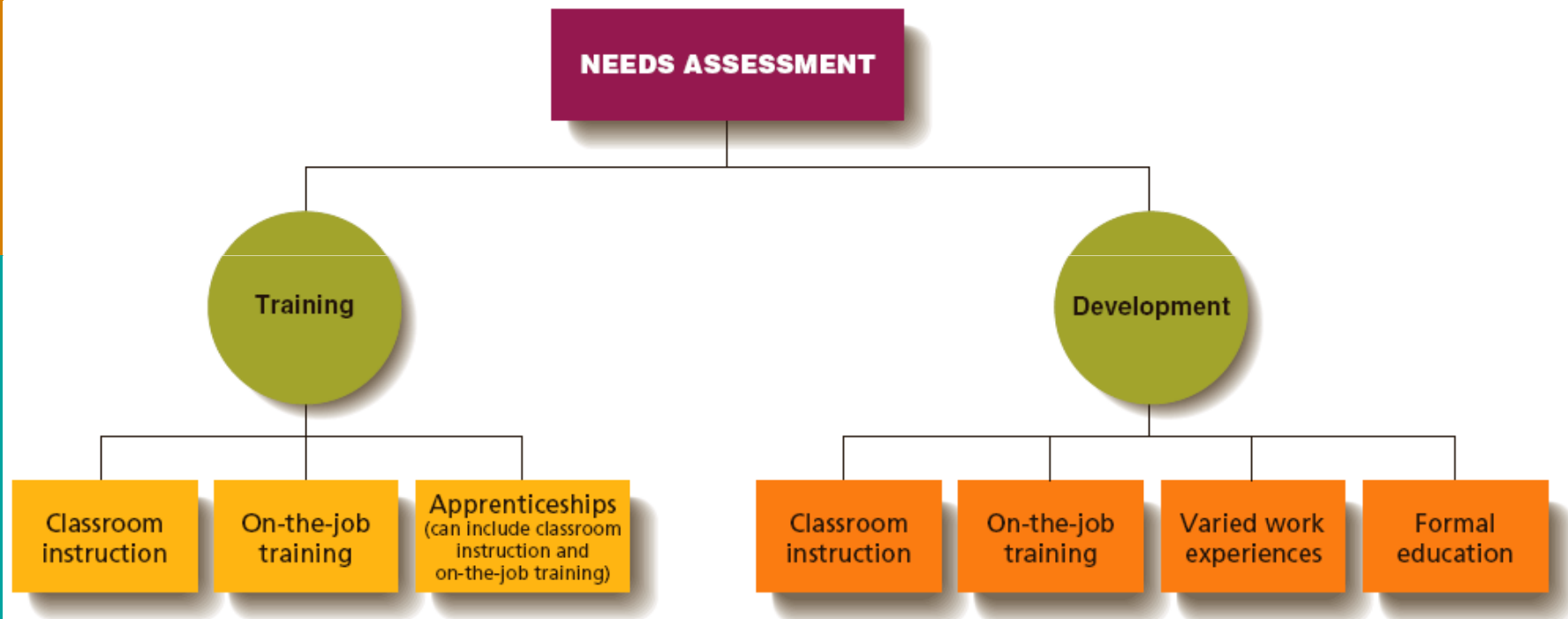


Figure 12.4

# 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.
    - Training is given by co-workers and can be done continuously to update the skills of current employees.



# Types of Development

- Varied Work Experiences
  - Top managers have need to and must build expertise in many areas.
    - Employees identified as possible top managers are assigned different tasks and a variety of positions in an organization.
- Formal Education
  - Tuition reimbursement is common for managers taking classes for MBA or job-related degrees.
    - 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

**Behaviorally Anchored Rating Scale (BARS):** Performance is assessed along a scale with clearly defined scale points containing examples of specific behaviors.

Example: A supervisor of a nurse indicates which scale point best describes the behavior of the nurse.

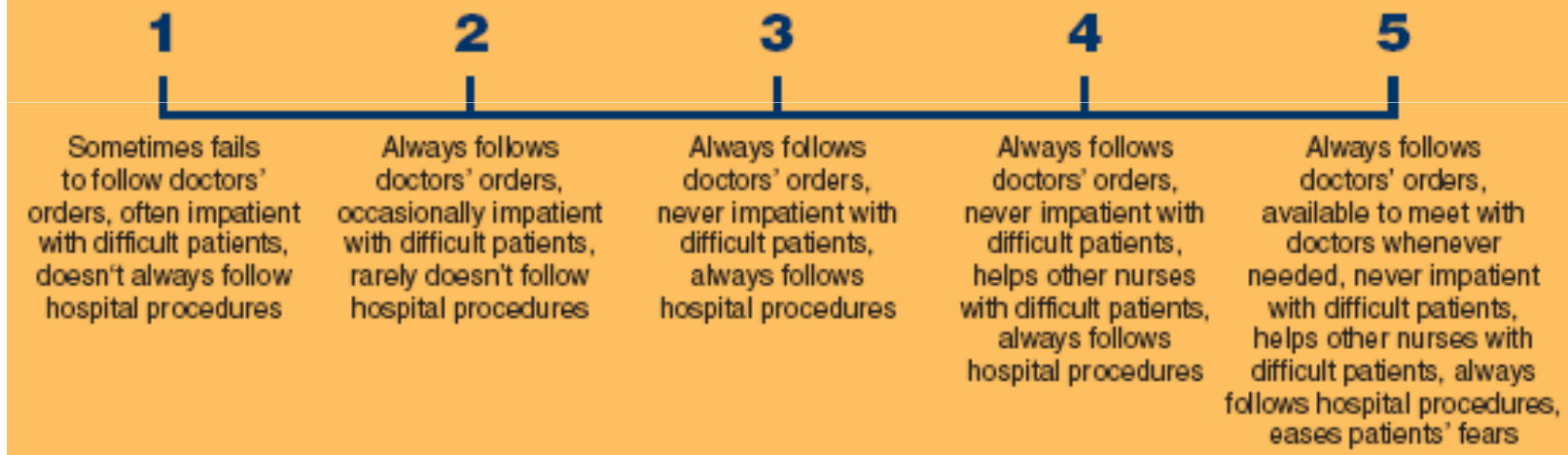


Figure 12.5

# 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.

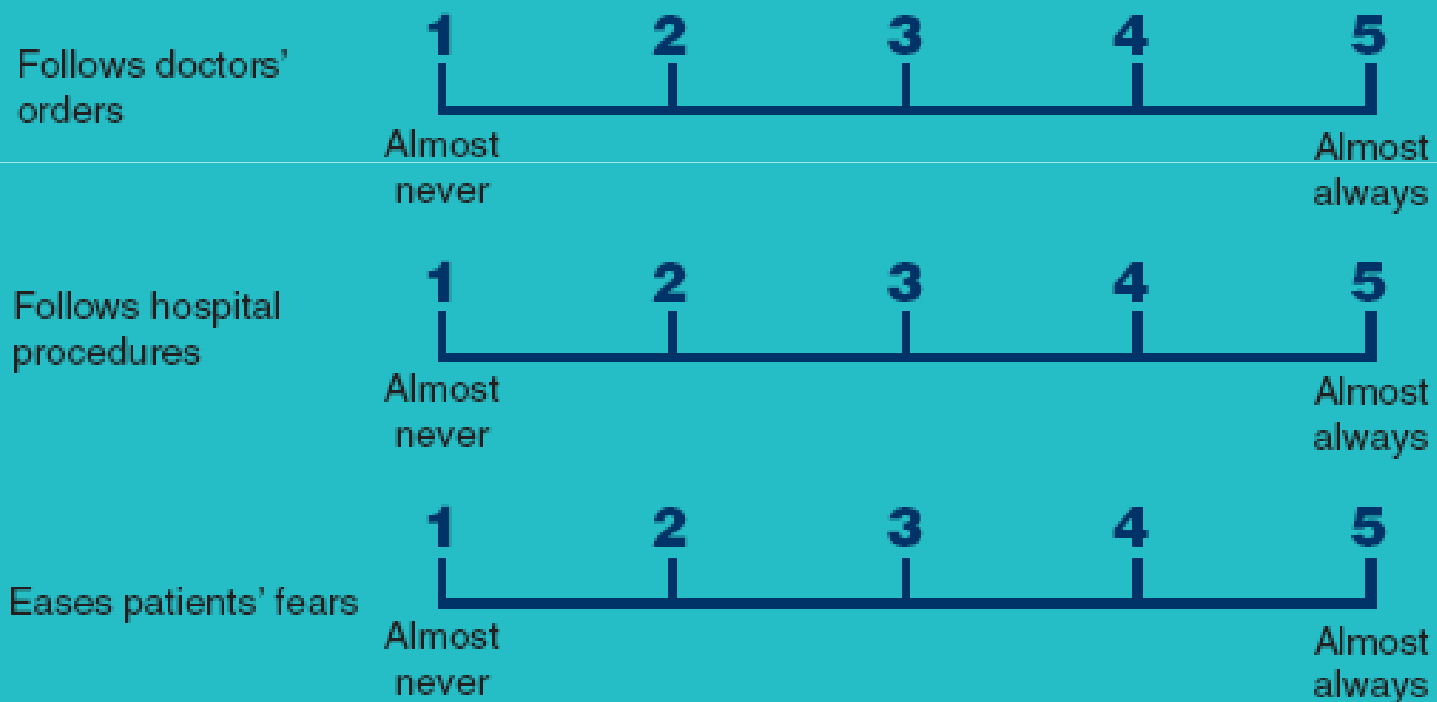


Figure 12.5



# Who Appraises Performance?

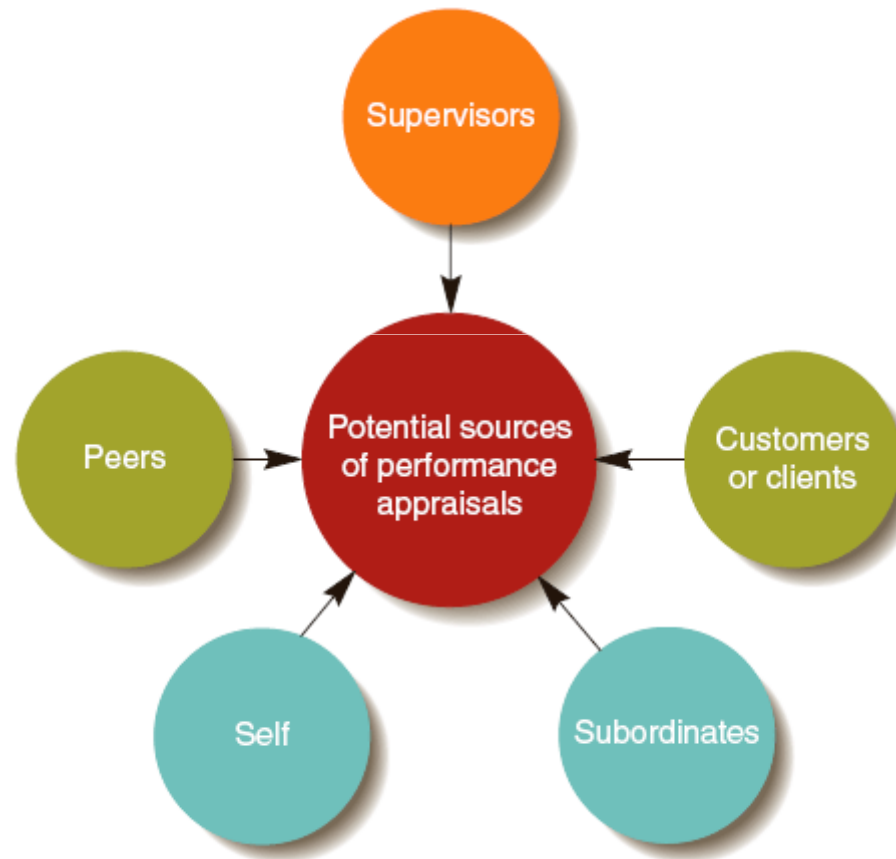


Figure 12.6

# 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

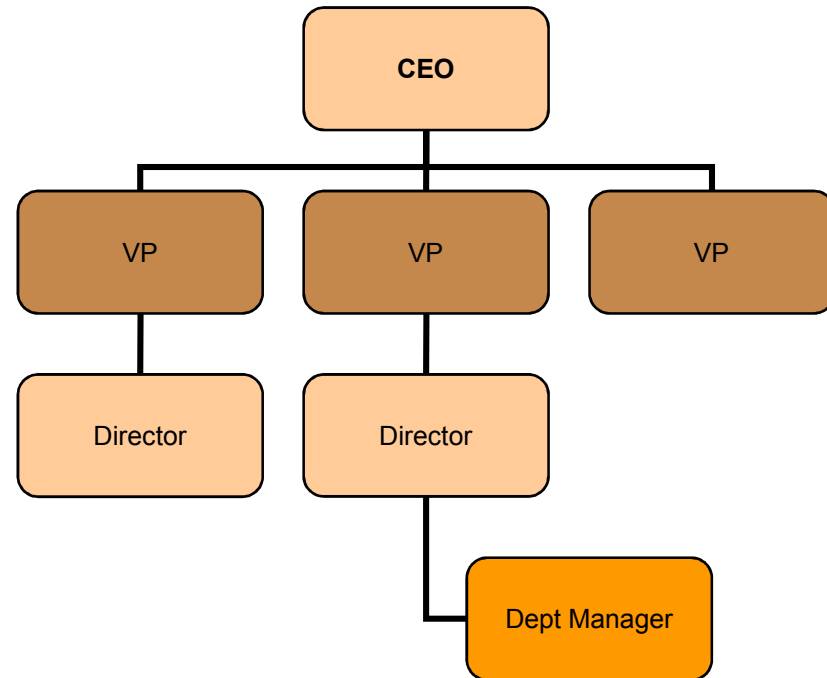
- **Pay level**

- 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.

