

### Q.1

- (i) Personnel Management is also called as
- (a) Personnel Administration (b) Manpower management  
**(c) Both a and b** (d) None of these
- (ii) Which of the following is (are) true?
- (a) Principles of general management are applicable to personnel management  
(b) Personnel management considers that labour is a lifeful item  
(c) Personnel management deals with the relations of personnel towards management  
**(d) All of the above**
- (iii) The following is not a function of Personnel management
- (a) Training and development of manpower (b) Recruitment and selection of manpower  
(c) Wages and Salary administration **(d) Production, planning and control**
- (iv) The following factor(s) affect(s) manpower planning
- (a) working hours (b) nature of production  
(c) performance rate **(d) All of the above**
- (v) The following is not Principles of Personal Policies
- (a) Principle of common interest (b) Principle of Development  
(c) Principle of recognition of trade unions **(d) Principle of team spirit**

**Q.2** What do you understand from Personnel management and write down objectives of Personnel management.

Ans:- **Personnel Management** can be defined as process of obtaining, utilizing and maintaining a satisfied workforce. It is a significant part of management, which is concerned with employees at work and with their relationship within the organization.

#### **According to Flippo**

Personnel management is the planning, organizing compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goals.

#### **Objective of Personnel Management**

- Personnel management includes the function of employment, development and compensation. These functions are performed by the personnel management in

- consultation with other departments.
- Personnel management is an extension to general management. It is concerned with promoting and stimulating competent workforce to make their dedicated and best possible contribution to the organization.
- Personnel management advises and assist the line managers in personnel matters. Thus working as a staff department of an organisation.
- It is based on human orientation. It tries to help the workers to develop their potential to full extent for the organisation.
- It also motivates the employees through it's effective incentive plans so that the employees provide best possible co-operation.

**Q.3** Define personnel policy and explain the need and importance of personnel policy.

Ans: Ans:- A personnel policy is a pre-planned course of action establishing a guide to work toward acceptable outcomes and objectives. Personnel policies are the rules that govern how to deal with a human resources or personnel related situation. They are guidelines to decision making that help keep the system as fair and unbiased as possible. They outline worker conduct within a broad framework that reflects the intentions and goals of top management.

#### **Need and importance of personnel policy**

1. Achievements of objective of Organisation
2. Uniformity and consistency in Decisions
3. Removal of favouritism
4. Help in Stability of organisation
5. Encouragement to Decentralisation
6. Performance Evaluation
7. Help to build loyalty

**Q.4** What are the functional and organizational role played by the personnel manager in achieving the goals.

#### **In functional Organizations :**

- All activities in the company are grouped according to certain functions like production, marketing, finance and personnel.
- Each functional area is headed by a specialist who directs the activities o that area for the entire organization.
- Line of authority is diagonal.
- The functional head has line authority over subordinates in his own functional area.

- There is high degree of control and coordination of functions because all work of one kind is under one manager.
- Functional structure essentially generates slow decision making process because the problem requiring a decision has to go through various departments as all of them have something to say on the matter. Functional structure offers usually line and staff conflict and interdepartmental conflict. They tend to find over power, resources and benefits.

**Q.5** What is the meaning of manpower planning and what are steps followed for recruitment of manpower planning?

Ans:- Ans: **Manpower Planning**

Manpower planning is a process through which an organisation ensures that right people, at right place and at right time are available. Manpower planning involves determination of future, manpower needs to help management in being proactive. It also help the management in understanding the gap between available manpower and the future needs. This understanding plays an important role in bridging the gap- It is primacy in nature and all other staffing functions follow it. It puts the objectives of the organisation on paper and plans into the number and kind of personnel needed to accomplish those objectives.

**According to Geisler**

Manpower planning is the process including forecasting, developing, implementing, and controlling by which a firm ensures that it has the right number of people and right kind of people, at the right place, at the right time, doing things for which they are economically most suitable.

**Q.6** Describe the meaning and concept of Job analysis, job description and Job specification?

Ans:- Job analysis is a formal and detailed examination of jobs. It is a systematic investigation of the tasks, duties and responsibilities necessary to do a job.

**According to Flippo**

Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job. The immediate products of this analysis are job

descriptions and job specifications.

Thus, job analysis involves the process of identifying the nature of a job (job description) and the qualities of the likely job holder (job specification). In every organization, different types of personnel are required to perform different types of jobs. Job analysis provides the knowledge of nature and requirement of different jobs so that the suitable candidate can be found out.

Job analysis is a process of understanding, collecting and analyzing relevant facts of a job and the characteristics of the person who is likely to perform the job.

### **Job Analysis = Job Description + Job Specification**

The Workman Power Commission in U.S.A has suggested a four point job analysis formula to be used in making an accurate and useful job analysis. The points include in the formula are:

- What the worker does?
- How he does it ?
- Why he does it ?
- How much of skill is required for doing it ?

### **Job Description**

- Job description is a list which containing tasks or functions and responsibility of a position which are to be performed. Job description is a written statement mentioning the job title, tasks to be performed, duties and responsibilities involved in a job. It also mentions the working conditions, hazards, stress and other problems involved in a job and the relationship with other jobs.

### **Job Description must contain the following information**

- Job title, code number, department/division.
- Job contents in terms of activities or tasks performed.
- Job responsibilities to perform effectively.
- Working conditions specifying specific hazards.
- Social environment at the workplace.
- Tools and equipments required.
- Extent of supervision given and received.
- Relationship with other jobs-vertical, horizontal and diagonal.

**A job specification** describes the knowledge, skills, education experience and abilities which are essential to performing a particular job. Job specification is developed from job analysis. It is a written statement of minimum acceptable qualities required to complete a job and perform it effectively. It specifies various features of job holder, whereas job description provides various features of the job and follows job description or it is based on the job description. Job specification can be used for following purposes.

