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Question:

What is Training Needs Analysis (TNA), why is it important to conduct it, and what should it evaluate? What are the types of training methods and which training method should be employed for each type of training needs?

Answer:

Training Needs Analysis (TNA)

Introduction:

A training needs analysis (or TNA) always happens for a reason. Whether you are a learning and development professional, trainer, or consultant, a training needs analysis always serves a specific purpose. The need for such analysis usually arises due to an organizational problem. This can be a lower than expected quarter for the sales team, changing technology threatening to impact the continuity of train operators, or ~~constant~~ constantly low customer satisfaction scores forcing the product team to work in a more efficiently. The problems can be solved through training. This is where the training needs analysis comes in.

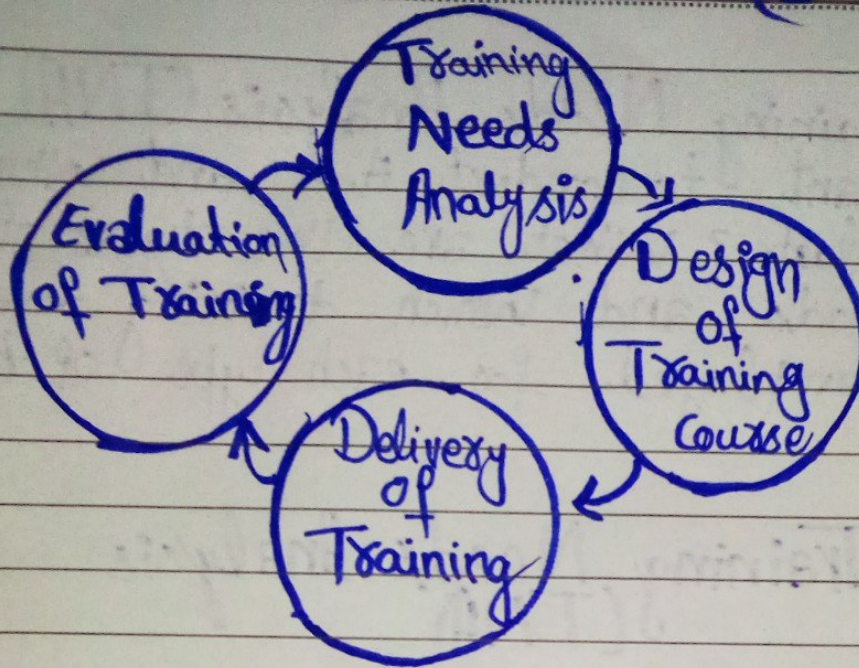
Definition:

"The training needs analysis is a process in which the gap between the actual and the desired knowledge, skills and attitudes in a job are identified."

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“Structure of TNA”

★ Why is it important to Conduct it?

At the core of an effective training program is correctly identifying what or who needs to be trained. It trains the wrong competencies.

1. The wrong people
 2. The wrong learning method.
- Employees conduct the training needs analysis by achieving these goals such as:-

Steps:-

1. Determine the desired business outcomes
2. Link desired business outcomes with employee behaviours
3. Identify Trainable competencies.
4. Evaluate Competencies
5. Determine performance gaps
6. Prioritize Training Needs Analysis
7. Determine how to train
8. Conduct a cost benefit analysis
9. Plan for Training evaluation and additional resources.

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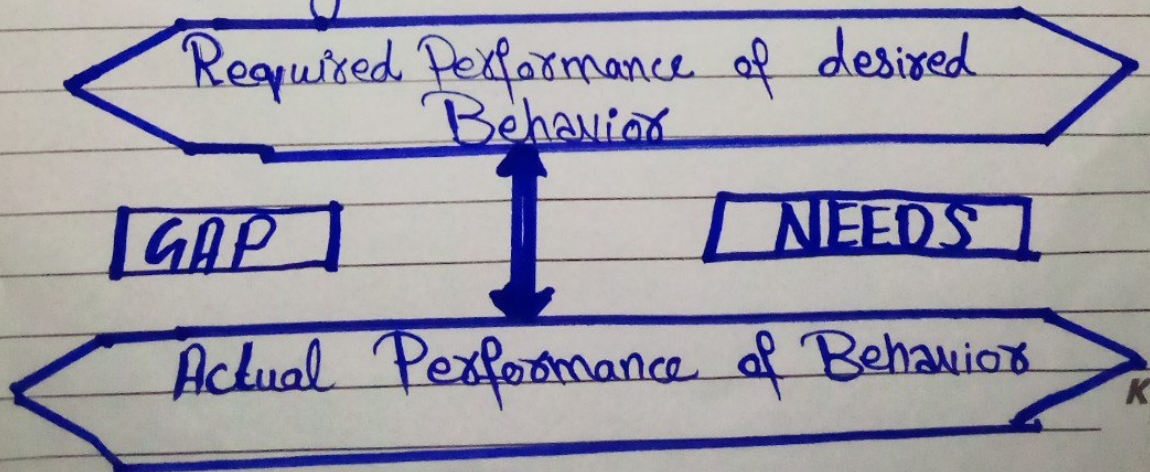
Evaluation Of Training Needs Analysis:

After the training is done, the employees are asked to give their feedback on the training session and whether they felt useful or not. Through feedback an organization can determine the weak spots if any, and can rectify it in the next session. The evaluation of the training programme is a must because companies invest huge amounts in these sessions and must know it's effectiveness in terms of Money.

- Training needs evaluation seeks to identify ~~and~~ accurately the levels of the present situation in the target.
- The gap between the present status and desired status may indicate problems that in turn can be translated into a training need.

Training Needs

= Desired Capability - Current Capability of the participant



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Methods Of Training Needs Analysis

The types of training that can be provided to employees to sharpen their existing skills and learn new skills.

Methods Of Training

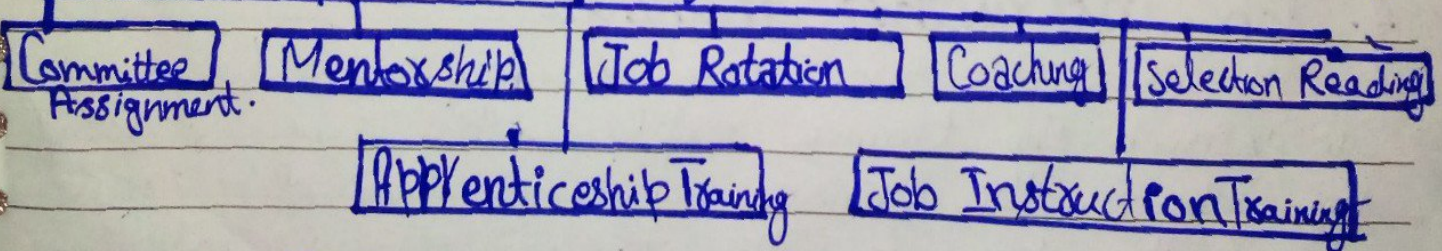
On-the-Job Training Method

Off-the-Job Training Method

A. On-the-Job Training Method:-

- It is the most effective method of training employees
- Under this method, the trainee is given training at the work place by his supervisor.
- Trainee is placed on a specific job and taught the skills and knowledge necessary to perform it.
- Based on principle of "Learning by doing".

A. On-The Job Training Method



1- Job Rotation:-

- This training method involves movement of trainee from one job to another job within an organization.
- By rotating one can make them learn different functional areas.
- It also provides flexibility to the organization

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for effective utilization human resource. It also reduce boredom.

2. Coaching:-

- ♦ It refers to informal, unexplained training provided by supervisors or peers to an employee. It involves daily observation and daily observation and daily feedback.
- ♦ Supervisors carry out of the following activities:
 - i Explain him right way of doing things
 - ii Explain him do's and don't of the job
 - iii stating observation accurately about employee performance.

3. Mentorship:-

- ♦ It is a relationship in which a senior manager assumes the relationship for grooming a junior manager.
- ♦ Focus is on building interpersonal and political skills of the employee.
- ♦ The main focus of a mentor is on career advancement and psychological maturity of the trainee.

4. Job Instruction Training:-

It is also known as step-by-step training in which the trainee explains the way of doing the jobs to the trainee and in case of mistake correct the trainee. The trainee demonstrates the right way of doing job, educate the trainee about the purpose and outcome of the job. The trainee is asked to copy the trainee and perform task correctly. The trainee check the trainee's performance to determine whether he/she is ready for the job.

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5. Apprenticeship Training:-

- Under this method, instructions through theoretical and practical aspects are provided to the trainee.
- Apprentices are trainees who spend a prescribed amount of time working with an experienced coach.

It is like an internship programme

6. Committee Assignment:-

- It refers to the method in which the trainees are asked to solve an actual organizational problem.
- In committee assignments, trainees have to work together in a team and offer solution to the problem.

B. OFF-~~ON~~-THE Job Training:-

Under this method, the trainee is given training away from the field of the job. These are known as off-the-job method. It is generally for a specific period. Trainees feel relaxed as they have no pressure of doing work.

- Case Study Method
- Incident Method
- Role play Method
- In-Basket Method
- Business Games Method
- Lectures ● Audio-visuals
- Conferences ● Simulation

1. Case Study Method:-

Case study deals with any problem confronted by a business which can be solved by 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.

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2. Incident Methods:-

Incident already occurred are presented in front of trainee as real life situation. They are asked to take decisions individually.

3. Role play Method:-

In this method, situation is given by the trainer to the trainee. Trainer asked him to act in the given situation. Sometimes script is also given for sometimes you need to write it at your own level. The idea is to make trainee feel and play the role allotted to them and learn.

4. In Basket Method:-

The employees are given information about an imaginary company, its activities and products, and all data related to the firm. The trainee has to make notes, delegate tasks and prepare seed schedules within a specified time. This can develop situational judgement and quick decision making skills of employees.

5. Business Games Method:-

According to this method the trainees are divided into groups and each group has to decide about various activities and function of an imaginary organization. They discuss about production, promotion, pricing etc.

6. Lectures:-

A classroom setup where training is given to large number of trainees. It is helpful in explaining the concepts and principles of any business.

*** Conclusion.**

Past Paper Question (1)

Question:

Organizational Structures are designed in two major forms; Traditional Organizations and boundaryless Organizations. Discuss their different types, characteristics as well as their relative advantages and disadvantages in comparison to each other.

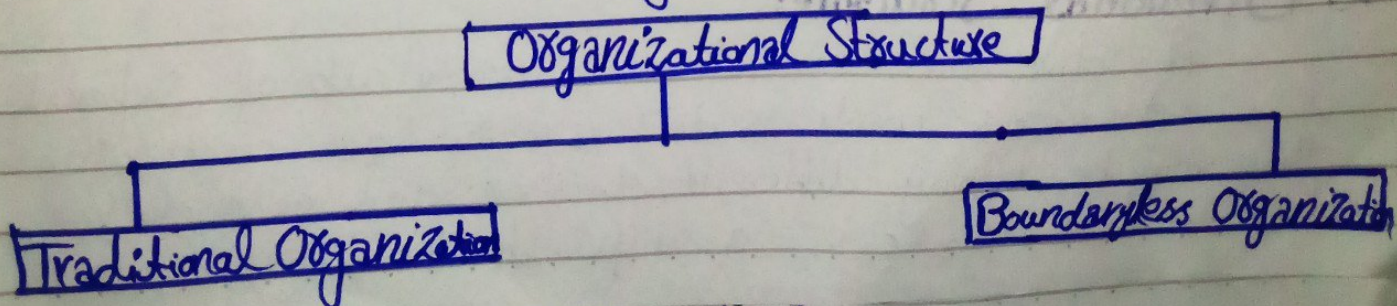
'Organizational Structure'

Introduction:-

An organizational structure helps you to determine your company's leadership hierarchy and flow of information. An organizational structure is the group of rules, roles, relationships and responsibilities that outline how your company's activities are directed to meet its goal. Each structure has advantage and disadvantage that one should consider when choosing for your company.

Definition:-

"An organizational structure defines how activities such as task allocation, coordination, and supervision are directed toward the achievement of organizational aims."

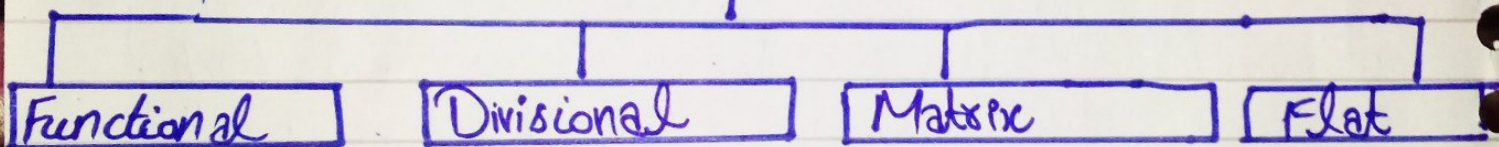


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Traditional Organization ⁽²⁾

Traditional organization represents the organizational structure in a business is hierarchical, meaning power flows vertically and upward, and employees are departmentalized. All employees follow a chain of command. Such as manager is the chief coordinator of all department. Each department has a head who report to the manager. Every department has its own rules and regulations as well as and every employee has own job description and accountability to his superior. Always traditional organization is fixed and rigid.

Organizational Structure



1. Functional Organization Structure:-

Under a functional organization structure, people who do similar tasks are grouped together based on specialty. So all the accountants are placed in the finance department and so on for the marketing, operations, senior management and human resource departments.

2. Divisional Structure:-

A divisional structure is made up of separate, semi-autonomous units or divisions within one corporation. There may be many different divisions and each division has its own goals to accomplish. A manager oversees

their division and is completely responsible for the success or failure of the division. This gets managers to focus more on results knowing that they will be held accountable for them.

3). Matrix Structure:-

A matrix structure combines the elements of the functional and divisional models, so, it's more complex. It groups people into functional departments of specialization, then further separates them into divisional projects and products. In this the team members are given more autonomy and expected to take on more responsibility for their work.

4). Flat Organizational Structure:-

A flat organizational structure attempts to disrupt the traditional top-down management system of most companies. Management is decentralized so there is no employ "boss". Each employee is the boss of themselves, eliminating bureaucracy and red tape and improving direct communication.

"Characteristics"

Centralization and concentration

Deep organizational structure

A narrow range of control

It is rigid (hard) structure

Static organization

Unwillingness to organizational changes

Management with people.

Advantages and Disadvantages Of Traditional Organization

Advantage

Disadvantage

Functional

- Clearly defined career paths greater specialization and skill development.
- More flexible work force
- Less confusion because of the reporting structure (one manager)

- Departmental work get higher priority than project work
- No career path in project management

Projectized

- Better communication within projects
- More loyalty towards project goals

- Less efficient use of resources
- No defined roles when the project is completed
- Limited and diffused skill development

Matrix

- Better co-ordination
- Maximum utilization of resources

- Higher potential for conflict
- Greater communication complexity and overhead.

(B). Boundaryless Organization

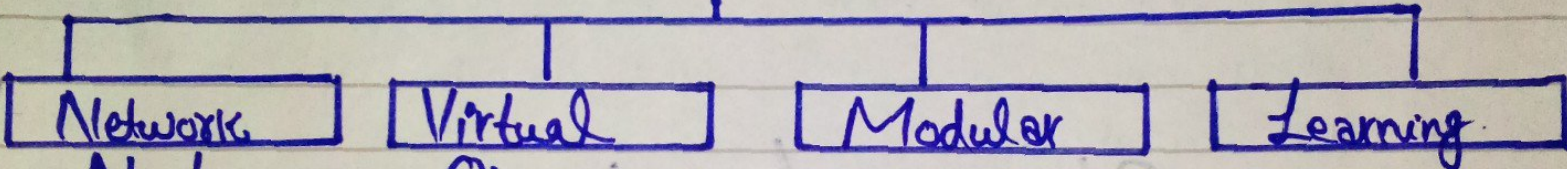
A boundaryless organization is an organization that removes or minimizes all the boundaries, hierarchies, and barriers for developing an organizational setup where all organizational members like owners.

managers, employees, leaders, supervisors, customers and suppliers work together freely. It is also known as modern organization

Definition:-

"Boundaryless organization is defined as an organization without any organizational and hierarchical boundaries to have an information and ideas to optimize growth, innovation, and productivity."

Boundaryless Organization



1) Network Organization:-

In a network organization, economic techniques, as well as management and institutional authority and responsibility, are used to integrate purpose. Here, focus is on doing task more efficiently and cost-effectively. Resources are available throughout the network.

2) Virtual Organization:-

A virtual organization is a group of individual firms that pool their knowledge, resources, and expenses. The key benefits of this style of organization are flexibility and adaptability. Here, independent companies share their expertise, network, & cost with each other.

3) Modular Organization:-

A modular organization focuses on a few essential features while delegating non-essential tasks to professionals and providers. Manufacturing

materials, transportation, food, data management, and finance are all activities that are commonly charged. Here, focus is on core-competencies only and all non-core ~~comp~~ activities are outsourced.

4. Learning Organization:-

Learning organizations are not defined by a specific organizational structure. An organization like this "does not" follow a set of rules. Since all members take an active role in recognizing and addressing work-related difficulties. Here, employee regularly update & share new info. and take active part in decision making.

Characteristic

- ✦ Employees act as managers and co-ordinators.
- ✦ No supervision over employees
- ✦ Authority and responsibility to take decisions
- ✦ Flexible working schedule
- ✦ Easy communication through text, emails, video conferencing & more

Advantages:-

1. Strategic partnerships and organization-customer-supplier connections have become an essential source of sustainable competitive advantage in the current period of globalization.
2. Organizations with fewer boundaries are better suited to manage these qualities. This is why

an increasing number of organizations are working toward becoming boundaryless

3. This method has also been aided by low-cost yet effective information technological innovation.

Disadvantages:-

1. Boundary-less organizations are a relatively recent notion and practice. As a result compared to typical hierarchical organizations, organizational members find these less agreeable.

2. Communications systems are used extensively by boundary-less organizations. Internet, cloud-based, and internet are some examples of these technologies. People in boundary-less organizations can connect ~~across~~ across intra- and additional.

3. The most significant issue is information security. Communications systems are vulnerable to attacks by network hacker attacks, malware, and other sorts of nefarious activity, whether for profit or amusement.

• Conclusion:- write in detail

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CSS Past Paper Question

Question:-

There are several basic techniques managers use for appraising the performance of employees. Discuss these techniques.

Performance Appraisal

Introduction:-

It admits of no doubt that a performance appraisal is also referred to as performance evaluation, performance review or employee appraisal. All companies use ~~for~~ performance appraisal to discover which employees have contributed the most to the company's growth, review progress, and reward high achieving workers. The employee performance appraisal process is crucial for organizations to boost employee productivity and improve their outcomes. Performance appraisals are an annual process where an employee's performance and productivity is evaluated against a predetermined set of objectives. It depends on the organization, performance appraisal can be held routinely, semi-annually or annually.

Definition:-

"A performance appraisal is also known as a performance review, is a yearly assessment of an employee's accomplishments and contributions to the firm."

Techniques of Performance Appraisal

Traditional Method

- 1) Confidential Report
- 2) Essay Method
- 3) Ranking Method
- 4) Forced distribution Method
- 5) Graphic Rating method
- 6) Checklist Method
- 7) Paired Comparison Method

Modern Method

- 1) Assessment Centre Method
- 2) Human Resource Accounting Method
- 3) Behaviorally Anchored Rating Scale
- 4) Management by Objectives
- 5) Psychological appraisal Method
- 6) 360 Degree Appraisal Method
- 7)

(A) "Traditional Method"

Traditional approach is also known as traits approach. It is based on the evaluation of traits in a person. The rater appraises subordinates on the basis of these standards and gives his rating. Since, there may be different methods of rating people on the basis of such dimensions there are several methods based on this approach. The different methods are:

1) Confidential Report:-

In most of the government departments and public enterprises, performance appraisal is done through annual confidential reports. These reports differ from department to department and from level to level. The confidential report is written for a unit of one year and relates to the performance, ability and character of the employee during the year. The report is not data based but subjective. The method focuses on

the evaluating rather than developing the employee.

2. Essay Method:-

In this method, evaluator is required to write a detailed report of employee's strength, weaknesses, potential achievements and observations, if any. He is also required to state the manner in which the employee can improve his strength and overcome his weaknesses. The performance report can be shared with the employee to assist him in self assessment / training purpose.

3. Ranking Method:-

It is a simple, less-time consuming & economical method used by small organizations. In this method, there are no clearly defined qualities, standards or skills on the basis of which employees are assessed. Every employee is ranked from best to worst depending on overall performance. With this method, it is difficult to identify reason for high/low ranking or specific ^{areas} reason of weakness or strength.

4. Paired Comparison method:-

In this method each employee is compared with every other employee in a group or who is performing the same kind of job. The total number of times an employee is rated better to compared others, determines the final ranking of employee. This method is not suitable when the number of employee is large.

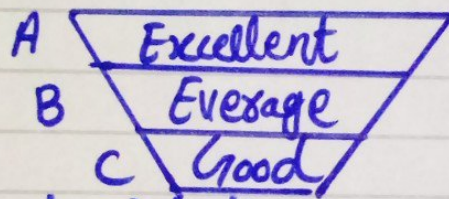
5. Forced Distribution Method:-

Mostly managers give an average ratings to all employees. It is unfair for those who actually deserves

high ratings. In order to overcome this limitation, forced distribution method is developed. Evaluators are forced to place a certain percentage or number of employees in each of the categories.

6. Graphic Method:-

This method initially establishes the qualities on the basis of which employees are assessed. Every employee is assessed on the qualities established and grades are given on the basis of employee's performance. It is a simple method to evaluate performance.



7. Checklist Method:-

In this method, a set of questions based on the qualities to be evaluated are prepared in advance. Each statement is assigned score which is not revealed to the evaluator. The evaluator has to select Yes/No. In certain cases where the question is not applicable to an employee, it can be left blank. Different set of questions are prepared for jobs. It can train an employee in questioning.

(B). Modern Method:-

Following are some of the modern techniques used to assess the employees' performance.

1. Assessment Centre Method:-

The assessment centre method enables employees

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to get a clear picture of how others observe them and the impact it has on their performance. The main advantage of this method is that it will not only assess the existing performance of an individual but also predict future job performance.

2. Human Resource Accounting method:-

Human resource accounting method analysis an employee's performance through the monetary benefits he/she yield to the company. It is obtained by comparing the cost of retaining an employee (cost to company) and the monetary benefits (contributions) an organization has ascertained from that specific employee.

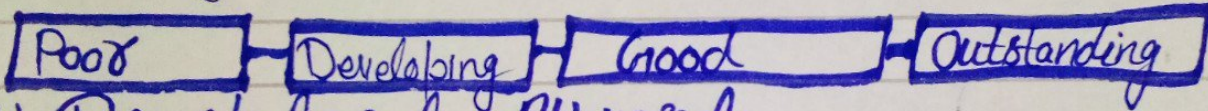
When an employee's performance is evaluated based on cost accounting methods, factors like unit-wise average service value, quality, overhead cost, interpersonal relationships, and more are taken into account.

3. Behaviorally Anchored Rating Scale:-

This method is used to rate the performance of employees based on their behaviors. It focus on those aspects of behaviours which are important for completing any given task or job in efficient manner. In this method a set of behaviour statements are prepared. Further, performance categories are established and assigned a specific value. The evaluators are required to assign appropriate values to each employee for different performance categories.

4. Management by Objective (MBO):-

It measures the extent to which the goals set by the employees were achieved during a particular period. The manager and his subordinates employees together establish these goals and design a plan to achieve them. During this appraisal method, the actual performance is compared with the established goals. This helps in identification of gaps in achieving the goals and taking corrective steps. It is effective for training process as it identifies employees' strength and weakness.



5). Psychological Appraisal:-

It determines the hidden potential of employees. This method focuses on an employee's future performance rather than their past work. This performance appraisal is used to analyze the interpersonal skills, cognitive abilities, intellectual traits, leadership skills, personality traits, leadership skills, personality traits, emotional quotient and other related skills.

6). 360 Degree appraisal Method:-

A 360 Degree performance appraisal system aims at a comprehensive and objective appraisal of employee performance. In this, the employee's performance is evaluated by his supervisor, his peers, his internal/external suppliers and his subordinates. It reduces the subjectivity of a traditional supervisor's appraisal.

* Conclusion detail

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CSS Past Paper Question

Question:-

What is the importance of Employee Performance Appraisal? Discuss the problems faced in Employee Appraisal.

Answer:-

Employee Performance Appraisal

Introduction:-

It admits of no doubt that companies can use performance appraisals to assess how well workers accomplish their job responsibilities and what are the things they can improve to meet the company's broader objective. A properly done performance appraisal can result in a more committed and skilled workforce. It examines an individual's development, achievements, and talents. Managers can keep track of their employees' performance to analyze if they should be rewarded or if they require additional training. Depending on the organization, performance appraisal can be held routinely, semi-annually, or annually.

Definition:-

"A performance Appraisal is also known as a performance review, is a yearly assessment of an employee's accomplishments and contributions to the firm"

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A. "Importance of Employee Performance Appraisal"

- ❖ 1. Improved business areas and processes
- ❖ 2. Defined aspects for training and development
- ❖ 3. Enhanced profitability
- ❖ 4. Develops Team Bonding
- ❖ 5. Helps high light Areas for improvement

The importance of performance appraisal in an organization directly coincides with its advantages.

1. Improved business areas and process:-

Conducting performance appraisals lets you in on how an employee views the organization.

During the sessions and regular performance appraisals, part of the process is to ask for specific comments that the employee has regarding team dynamics, policies, and management. Then, leverage these findings and turn them into actionable insights for continuous improvement efforts.

2. Defined aspects for training and development:-

Ideally, performance appraisals must be a two-way street. Learning what employees need help with allows organizations to implement strategies for training workers more effectively. This is where people analytics become handy, as data and trends generated from such are key to identifying what kind of policies, initiatives, and systems are needed to be carried out.

This benefits an employer's resource allocation on training and focus on areas that are of utmost priority

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3. Enhanced Profitability:-

Another importance of performance appraisal is that it ultimately puts emphasis on a business's bottom line. Performance appraisals help employees and managers devise strategies to refocus their tasks, make them realize how their work makes a difference for the company, and align the company's mission, vision, and values with their tasks and standard process. Through this an organization can achieve maximum efficiency and profit-making operations.

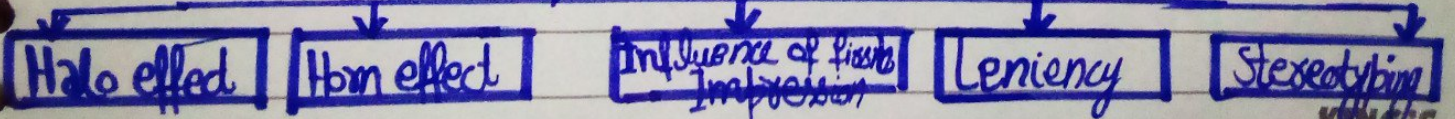
4. Develops Team Bonding:-

It is very important because managers and staff can use performance appraisals to set and synchronize their goals and brainstorm together. Meeting regularly might help to strengthen ties and make the boss appear more accessible. Peer reviews allow people to know how much their colleagues value them.

5. Helps Highlight Areas for Improvement:-

Employers that conduct performance reviews regularly can identify areas that require improvement before they harm the firm or become permanent. Employers frequently offer suggestions and actions that employees might do in the future. Employees can continue to develop and become the best they can be as a result of this.

B. Problems



1. Halo effect:-

Under halo effect influence if the rater apply rates the employee as excellent in one quality he tends to further give him higher than deserved rating in other qualities. **Example:-** excellent scoring in communication skills might influence the rater to give excellent scoring in co-ordination skills even if the employee is not so good at it.

2. Horn effect:-

Horn effect is the reverse of the Halo effect. In case the employee is a poor performer of low ranker in a certain quality that might influence the rater to give him lower than deserved rating in other qualities.

Example:- the employee rarely smiles so he does not good interpersonal skills as well.

3. Influence of first impression:-

At times the first impression of the candidate in the appraiser's mind lasts forever and in turn influences his opinion and ratings for all subsequent behaviour of the candidate.

4. Leniency:-

Leniency error leaves the entire performance appraisal exercise redundant. As the appraiser is reluctant in giving low scores to the employees depending on his state of mind at the time of appraisal. He might hesitate to rank an employee very low on the scale in case the other have achieved a high ranking.

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5. Stereotyping:-

Under stereotyping, the supervisors may end up generalizing the behaviour of the subordinates on the basis of their age, sex, religion, caste etc. They have a pre-conceived notion about such images and they might end up overestimating or underestimating the employees.

6. Recency effect:-

The most recent behaviour of the employee is so fresh in the mind of the appraiser that it influences his rating for the entire evaluation period.

7. Central Tendency:-

In order to play safe and in the fear of being disliked by their subordinates, managers might end up rating all the employees as average performers regardless of the differences in their performance levels.

8. Consequence of appraisal:-

A poor appraisal result leads to damaging the career of the employee that appraised may refrain himself from doing so.

Conclusion:- ... write in detail

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CSS Past Paper Question

Question:

What are the internal source of job candidates?
How can manager forecast the supply of internal candidate?

ie "Recruitment Process"

Recruitment or Hiring is the process of searching and attracting the right candidates for hiring them for vacant jobs in an organization. There are two source of recruitment, internal sources of job candidate and external sources. Recruitment refers to the process of searching for potential employees and influencing them to work for their organization. The purpose of recruitment process is to find talented and qualified individuals for the growth and development of their organization. It is the part of human resource management (HRM) department.

Definition

Recruitment is the development and maintenance of adequate manpower resources. It involves the creation of a pool of available labor upon whom the organization can draw when it needs additional employees. It leads to a collection of candidates for any vacancies an organization might

have who come in the

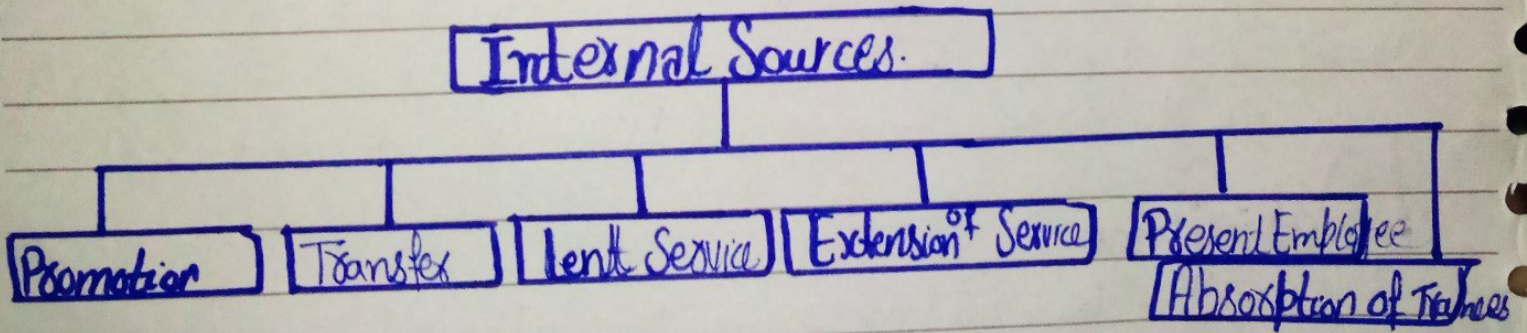
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There are many sources of recruiting potential employees but all of them can be grouped into two categories such as internal sources and external sources. But here we will discuss only internal sources of job candidates.

Internal Sources

Best employees can be found within the organization. When a vacancy arises in the organization, it may be given to an employee who is already on the pay-roll. Internal sources include promotion, transfer and in certain cases demotion. When a higher post is given to a deserving employee, it motivates all other employees of the organization to work hard. The employees can be informed of such a vacancy by internal advertisement.



1. Promotion:-

Promotions refers to shifting of person to position carrying better prestige, higher responsibilities and more pay. The higher positions falling vacant may be filled up from within the organization. A promotion does not increase the number of persons in the organisation.

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A person going to get a higher position will vacate his present position. Promotion will motivate employees to improve their performance so that they can also get promotion.

2. Transfer:-

Transfer involves shifting of employees from one present job to other similar jobs. These do not involve any change in rank, responsibilities or prestige. The number of person do not increase with transfer.

3. Present Employees:-

The present employees of a concern are informed about likely vacant positions. The employees recommend their relations or persons intimately known to them. Management is relieved of looking out prospective candidates. The persons recommended by the employees may be generally suitable for the jobs because they know the requirements of various positions. The existing employees take full responsibility of those recommended by them and also ensure of their proper behaviour and performance.

4. Lent Service:-

It means employing the person for newly started plant in the organisation.

5. Extension of Services:-

It is extending the service of employees by recruiting them again.

6. Absorption of Trainees:-

Those who come in the

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organization for training employing them.

Forecasting the Supply of Internal Candidate

Human Resource Supply forecasting is the process of estimating availability of human resource which is followed by demand forecasting. For forecasting supply of human resource we need to consider internal supply and external supply of human resources.

Internal source of human resource available by way of human transfers, promotions, retired employees & recall of laid-off employees, etc. The most important techniques for forecasting of human resource supply are Succession analysis and Markov analysis.

Succession analysis

Once a company has forecasted the demand for labour, it needs an indication of the firm's labour supply. Determining the internal supply calls for a detailed analysis of how many people are currently in various job categories or have specific skills within the organization. The planner then modifies this analysis to reflect changes expected in the year near future as a result of retirements, promotions, transfers,

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Voluntary turnover and terminations.

Demand forecasting helps in determining the number and type of personnel / human resources required in future. The next step in human resource planning is forecasting supply of human resources. The purpose of supply forecasting is to determine the size and quality of present and potential human resources available from within and outside the organization to meet the future demand of human resources. Supply forecast is the estimate of the number and kind of potential personnel that could be available to the organization.

Markov Analysis:

Markov analysis is a transition probability matrix is developed to determine the probabilities of job incumbents remaining in their jobs for the forecasting period. The technique is named after Russian mathematician Andrei Andreyevich Markov.

It can be used to model the internal flow of human resources. These matrices simply show as probabilities the average rate of historical movement from one job to another.

* Conclusion: - detail

Past Paper Question

Q. Briefly Explain planning. Describe Various steps involved in planning process in any business organization:-

'Planning Process'

Introduction:-

Planning is the first primary function of management that precedes all other functions. The planning functions involve the decision of what to do and how it is to be done, so managers focus a lot of their attention on planning and the planning process. Human resource planning is a strategy used by a company to maintain a steady stream of skilled employees while involving avoiding employee shortages or surpluses. Having a good Human resource planning strategy in place can mean productivity and profitability for a company. That's why it is also referred to as workforce planning. This process is used to help a business organization to evaluate their needs and to plan ahead to meet those needs.

Definition:-

"The continuous process of predicting future workforce needs and developing plans to make optimal use of employees' skills and aptitudes."

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Let us take a look at the planning process and the steps which are involve in any business organization in detail.

Steps

- ✦ 1 Perception Of Opportunities
- ✦ 2 Establishment Objectives
- ✦ 3 Planning Premises
- ✦ 4 Identification of alternatives
- ✦ 5 Evaluation of alternatives
- ✦ 6 Choice of alternative plans
- ✦ 7 Formulating Of Supporting
- ✦ 8 Establishment Sequence of Activities.

Explanation:-

1. Perception of Opportunities:-

Perception of opportunities is not strictly a part of the planning process. But this awareness of opportunities in the external environment as well as within the organisation is the real starting point for planning. It is important to take a preliminary look at possible future opportunities and see them clearly and completely. All managers should know where they stand in the light of their strengths and weaknesses, understand the problems they wish to solve and know what they gain

Setting objectives depends on the awareness. Planning requires realistic diagnosis of the opportunity situation.

2. Establishing Objectives:-

This is the second steps in the planning process. The major organisational and unit objectives are set in this stage. This is to be done for the long term as well as for the short range. Objective specify the expected results and indicate the end points of what is to be done, where the primary emphasis is to be placed and what is to be accomplished by the various types of plans. Organisational objectives give direction to the major plans, which by reflecting these objectives define the objective of every major department. It controls the sub-ordinate department.

3. Planning Premises:-

After determination of organisational objectives, the next step is establishing planning premises that is the conditions under which planning activities will be undertaken. Planning premises are planning assumptions the expected environmental and internal conditions. Thus planning premises are external and internal. External premises include total factors in task environment like political, social, technological, competitors, plans and actions, government policies. Internal factors includes organisations policies, resources of various types, and the ability of the organisation to withstand the environmental pressure. The plans are formulated in the light of both external and internal factors.

4. Identification of Alternatives:-

The fourth step in planning is to identify the alternatives. Various alternatives can be identified based on the organisational objectives and planning premises. The concept of various alternatives suggests that a particular objective can be achieved through various actions.

For example, if an organisation has set its objective to grow further, it can be achieved in several ways like expanding in the same field of business or product line diversifying in other areas, joining hands with other organisations, or taking over another organisation and so on. Within each category, there may be several alternatives.

5. Evaluation Of Alternatives:-

The various alternative course of action should be analysed in the light of premises and goals. There are various techniques available to evaluate alternatives. The evaluation is to be done in the light of various factors. Example, cash inflows and outflows, risks, limited resources, expected pay back etc, the alternative should give us the best chance of meeting our goals at the lowest cost and highest profit.

6. Choice of Alternative Plans:-

This is the real point of decision-making. An analysis and evaluation of alternative courses will disclose that two or more advisable and beneficial the fit one is selected.

7. Formulation of Supporting Plans.

After formulating the basic plan, various plans are devised so as to support the main plan. In an organisation there can be various derivative plans like planning for buying equipment, buying raw materials, recruiting and training personnel, developing new product etc. These derivative plans are formulated out of the basic or main plan and almost invariably required to support the basic plan.

8. Establishing Sequence of Activities:-

After formulating basic and derivative plans, the sequence of activities is determined so those plans are put into action. After decision are made and plans are set budgets for various periods and divisions can be prepared to give plans more concrete meaning for implementation.

* Conclusion --- Write in detail.

Past Paper Question

Date: _____

Question

Explain the Selection Process Used in modern organizations. What techniques can be used to improve the interviewing process used as a selection technique?

Selection Process

Introduction:

The Selection process in organization is directed towards finding the right talent for vacancies within the organization. Typically, it is akin to filtering through a series of funnels to find the solution via elimination. The recruitment and selection process varies by industry, organization, and department. Positions differ on the grounds of responsibility and criteria. In this article, it is important to explain the key steps which are used in the selection process. The process of selection is critical because the organization's overall performance can be enhanced by the hiring of high-quality resources.

Method	2017	2018
Corporate Website	74%	50%
Commercial job boards	58%	25%
Recruitment Consultant	52%	40%
Social networking (e.g. Facebook)	40%	6%

Key Steps in Selection Process

1. Receiving Application
2. Screening Application
3. Preliminary Tests
4. Employment Interview
5. Checking Reference
6. Medical Examination
7. Final Selection

Explanation

1. Receiving Application:-

First of all, candidates must fill out the standard application form that collects bio-data, qualification, experience, background, and educational information. The application could gather a broader understanding of the candidate, such as hobbies and interests. A comprehensive application form will come in handy during the final selection process when decision are to be made between similar candidates.

2. Screening Application:-

This stage includes shortlisting potential candidates from the pool of applicants who applied. The Screening committee constitutes various team leads, department members, inter-department associates, and co-ordinators who would be working closely with the selected candidates. Screening can include multiple criteria, including educational prowess, relevancy in terms of experience etc.

3. Preliminary Test:-

Preliminary tests are an essential part of the job selection process. They assess the aptitude, IQ, emotional

intelligence, proficiency, and personality of candidates. While some organizations hold these tests remotely, many prefer to arrange a test venue generally within organizational premises.

4. Employment Interview:-

The employment interview itself may be divided into several rounds, including group discussions and other activities. In-person interviews allow employers to judge the candidate's calibre, personality, teamwork, and leadership skills.

5. Checking ~~Pre~~ Reference:-

Although in-person interviews provide a fair idea about the candidate, contacting references allows employers to verify their understanding. They may discover other qualities about him/her. For this stage of the selection process in HRM, organizations may reach out to previous employers or the concerned educational institutions.

6. Medical Examination:-

Modern companies are viewing medical fitness (both mental and physical) as a cost function. A healthy employee would require fewer sick leaves and handle stress relatively quickly, allowing greater productivity in dynamic, fast-paced environments.

7. Final Selection:-

The last phase of the selection process is to cross ~~the list and select the~~ all the steps. Candidates who have successfully qualified through all rounds

of the Selection in HRM receive an offer/ appointment letter from the organization. The appointment letter typically includes all such details, including salary and company policies.

Steps for Improving Interview Process

Interviews are the most commonly used component of employee selection and hiring. With 99% percent of all organizations using hiring interviews, it follows that we should all be excellent at interviewing and making the right hiring decisions. Now, it is important to discuss these techniques which are proved helpful for improving the interviewing process.

- 1) Create Structure for the interview
- 2) Establish minimum standards for non-verbal Cues.
- 3). Manage Interviewer Consistency
- 4). Judge Applicants on performance, not on promises or prior experience
- 5) Provide applicants with information about your Company

Explanation:-

1). Create Structure for the interview:-

A random process produce random results. To Create structure, start by defining the key requirements of the job. Once you have identified the job

requirements, create standard interview questions based on these requirements. Use the same questions for all applicants for that position. All questions should be consistent and target the same job requirements. This will increase the objectivity and improve the accuracy of your ratings.

2). Establish minimum Standards for non-verbal cues:-

Body language, posture, mannerisms, and appearance impact our decisions. Our judgement is influenced what we see. Non-verbal cues cause us to perceive people more positively or negatively depending on our interpretation. To avoid bias and personal judgements, establish clear standards for non-verbal cues which are reasonable for business culture.

3). Manage Interviewer Consistency:-

Most interviewers have never been trained, yet those same interviewers are proven to be over confident and to overestimate their ability to effectively interview. People naturally default to their comfort zone when conducting and evaluating interviews. During interview some may ask questions and acquire information better than others. Some interviewers may be very detailed oriented and systematically process responses, while others may apply more global judgement. To improve consistency, interviewers should be cite specific statements

and examples for the interview. Avoid interviewer opinions or impressions. They should use examples, not hunches, to support rating.

4. Judgement application on performance, not on promises or prior experience.

Recognize that during the interview, applicants are probably the best way they will ever be. Promises and past work experience are not a guarantee of future performance. You can reduce the the smokescreen by asking questions that target actual performance results. Ask questions applicants if the result are their own, or team/workgroup results. If the job lends itself to a work sample, ask for one.

5). Provide information about your Company:

Interviewers need to provide information, yet only a limited amount can be absorbed. It is helpful to supplement the interview with written or online information, and more importantly, to provide for follow-up questions to be answered.

By applying these steps, you will not only improve the efficiency and consistency of your interview process, you will dramatically increase accuracy in selecting the best person for the job.

Conclusion... Write in detail

Past paper Question

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Question:

Briefly explain control Process. Also explain the requirements for effective Control Process

Introduction:-

The "Controlling Process" is a method that can be used to make sure standards are being met within an organization. It collects the information about a system, process, person, or group of people in order to make necessary decisions about each. Control is the final role of management. The controlling function will become absolute if other management functions are properly carried out. If there are any problems in the planning or actual performance control will be required.

Definition:-

"Controlling" assesses that the right things are done in the right manner at the right time. By controlling

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a programme manager checks the progress and compare it to what was planned. If the planned events are not the same then corrective actions can be taken.

Features of Controlling:-

The features of controlling process are as follows:-

- ✦ Controlling helps in achieving organizational goals.
- ✦ The process facilitates optimum use of resources.
- ✦ Controlling judging the accuracy of the standard.
- ✦ The controlling process motivates the employees and boost the employee morale, eventually, they ^{strive and} work hard in the organization.
- ✦ Controlling ensures future planning by revising the set standards.
- ✦ This improves the overall performance of an organization.
- ✦ Controlling minimize commission of errors.

Advantages Of Controlling:-

The advantages of controlling are as follows:-

- The controlling process saves time and energy.
- Assures timely and corrective action to be taken by the managers.
- This allows the managers to concentrate on important tasks, and also allows better utilization of the managerial resources.

Requirements of Effective Control:-

- | | |
|--|--------------------|
| 1. Reflecting organizational Needs | 2. Forward looking |
| 3. Promptness | 4. Objectives |
| 5. Pointing out expectations at critical point | 6. Flexible |
| 7. Economical | 8. Simple |
| 9. Motivating | 10. Reflecting |

Explanation

1. Reflecting Organizational Needs:-

All control systems and techniques should reflect the jobs they are to perform. There may be several control which have general applicability such as, budgeting, costing, etc.

2. Forward looking:-

Control system should be forward looking. Though many of the controls are instantaneous, they must focus attention as to how future actions can be conformed with plans.

3. Promptness in:-

An ideal control system detects deviations promptly and informs the managers concerned to take timely actions.

4. Objectives:-

The control should be objective, definite and determinable in a clear and positive way. The standards for measurement should be quantified as far as possible. If they are not quantifiable such as training effectiveness, etc. They must be determinable and verifiable.

5. Pointing out Exceptions at Critical points:-

Control should point exception at critical points and suggest whether action is to be taken for deviations or not. Some deviations in the organizations have no impact while others

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through very little in quantity, may have great significance. Thus control system should provide formation for critical point control and control no exception.

6. Flexible:-

Control should be flexible so that it remains workable in the case of changed plans, unforeseen circumstances or oversight failures.

7. Economical:-

Control should be economical and must be worth its costs. Economy is relative, since the benefits vary with the importance of the activity, the size of the operation, the ~~expense~~ expense that might be incurred in the absence of control and in the contribution the control system can make.

8. Simple:-

Control system must be simple and understandable so that all managers can use it effectively.

9. Motivating:-

Control system should motivate both controller and controlled.

10. Reflecting:-

The control system should reflect organisational pattern by focusing attention on positions in organisation structure through which deviations are corrected.

* Conclusion:- write in detail