

Department of Commerce (CA)

Class : II B.Com. (CA)

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Human Resource Management (18 BCA 45A)

UNIT 2

Induction - Training - Methods - Techniques.

Identification of training needs - Performance

Appraisal - Transfer - Promotion - Career

Development .

Reference Book

Human Resource Management

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Induction:

It is the procedure for providing new employees with basic background information about the firm.

Need for Induction:

- ① To reduce anxiety and improve comfort level
- ② To avoid lack in expectations
- ③ To enable to understand job and work environment
- ④ To get introduced to other employees
- ⑤ For better understanding about management
- ⑥ To promote better industrial relations
- ⑦ To enable improvement in quality & productivity
- ⑧ To ensure employee retention

Scope of Induction program

1. Organisational aspects
2. Employee information
3. Employee benefits
4. Introduction
5. Duties.

## PLACEMENT

It is the process of finding the right fit between employees and job positions. It involves determining the job to which an employee is to be assigned.

It happens after orientation or induction process. Based on the performance and behaviour of employees during the orientation process, the organisation chooses the jobs to be assigned to new recruits.

If the placement process is effective, there would be better fit between the employees and job. The performance and retention of employees would be better.

Placing the right employee in the right job is as important as selecting the right person.

## TRAINING

Training is the act of increasing the knowledge and skills of an employee for doing a particular job

### Objectives

1. Improved quality of work
2. Enhance employee growth
3. Prevents obsolescence
4. Assisting new comers
5. Bridging the gap between planning and implementation
6. Improved safety.

### Essentials of good training program.

1. Based on training needs and assignment
2. Goal oriented
3. Cost effective
4. Well planned and organised
5. Flexible
6. Relevant content
7. Training Environment
8. Conducted by experienced officials
9. Balance between theory and practice.

# METHODS OF TRAINING

## On the job training

1. Apprenticeship training
2. Job rotation
3. Vestibule training
4. Job instruction training
5. Under Study
6. Coaching

## OFF the job training

1. Lectures
2. Computer based training
3. Video based instructions

# Techniques of training

## on the job method

1. Coaching
2. Job rotation
3. Under Study
4. Junior board
5. Committee assignments
6. Special projects

## off the job methods

1. Lectures
2. Conference
3. Readings
4. Role playing
5. Case study
6. Counselling
7. Simulation
8. Jobasket training
9. Business games
10. T group (or) sensitivity training

## Need and Importance of training

1. Improved Quality
2. Higher productivity and profit
3. Reduced costs
4. Reduced supervision
5. Skill improvement
6. Improved performance
7. Higher employee satisfaction
8. Improved safety
9. Better industrial relations
10. Organisational stability
11. Better adaptability
12. Aids in delegations & decentralisation
13. Better morale and motivation

## Process of training (or) Steps in training

1. Assessment of training needs
2. Setting of training objectives
3. Selection of training method
4. Conduct of training
5. Evaluation of training program

## PERFORMANCE APPRAISAL

Meaning: It is the systematic and periodical assessment of employee performance.

Features:

1. It is not one time process
2. It is goal oriented
3. It is a link between strategy and results
4. It aims at spotting employee potential.
5. It is the basis for HR actions
6. It is not a fault finding exercise
7. It is future oriented
8. It can be formal or informal.
9. It is a measure to improve performance

Characteristics of effective performance appraisal:

1. clarity of objectives
2. Fair
3. Reliable and valid
4. Standardisation
5. Attention on behaviour
6. Viability:
7. Trained appraisers
8. Mutual trust
9. Focus on development
10. Suited to company
11. Timely feedback
12. Recognition and reward
13. Economical and less time consuming
14. Proper documentation.

## Merit Rating

It is a technique of measuring the worth of an employee with reference to job requirements

## Methods of Performance Appraisal

### Traditional Methods

1. Rating Scale
2. Ranking method
3. Check list method
4. Critical incident method
5. Forced choice method
6. Forced distribution method
7. Essay method
8. Paired comparison method

### Modern Methods

1. 360° Feedback
2. MBO
3. Assessment centres
4. Behaviourally Anchored Rating Scale (BARS)

## Problems in Performance Appraisal

1. May be affected by personal bias of superiors
2. Lack of knowledge of superiors
3. Lack of uniform criteria
4. Qualitative factors are difficult to measure



## TRANSFER

Meaning: It refers to shifting of an employee from one location to another, one job to another or one unit to another

### Types of transfer

1. Temporary transfer
2. Permanent transfer
3. Production "
4. Remedial "
5. Versatility "
6. Interdepartmental "
7. Intradepartmental "
8. Shift "
9. Penal "
10. Replacement "
11. Request "
12. Promotion "

### Merits of transfer

1. Better usage of employee skills
2. Meets organisational requirements
3. Improves organisational flexibility
4. Remedies for wrong selection of employees
5. Satisfies employee requirements
6. widens knowledge

### Demerits of transfer

1. New job may not suit employees
2. Locations may be inconvenient
3. May be used in prejudicial way
4. Productivity may be affected

# PROMOTION

## Meaning:

It is the transfer of an employee to a job that pays more money or that enjoys more preferred status.

## Purpose of promotion

1. To retain skilled and talented employees
2. To attract qualified employees
3. To improve employee loyalty
4. To build employee morale
5. To motivate employee
6. To recognise good performance
7. To improve job satisfaction
8. To develop competitive spirit
9. To promote human relations

## Factors to be considered for promotion:

1. Performance level of employees
2. Educational Qualification
3. Knowledge and Skill level
4. Interest to acquire new skills
5. Initiative to improve performance
6. Capacity to take up challenging work
7. Ambition
8. Regularity in attendance
9. Intelligence
10. Judgement & Leadership

## Types of Promotion

↓  
Horizontal  
Promotion

↓  
Vertical  
Promotion

↓  
Dry  
Promotion

## Basis of promotion:

1. Promotion based on Seniority
2. Promotion based on merit

## Merits of promotion

1. Recognition of skill
2. Retention
3. Attraction of talent
4. Inspiration
5. Loyalty and commitment
6. Utilisation of skills
7. Powerful motivational tool
8. Interest in training
9. Aids growth
10. Improved job satisfaction
11. Better employee relations

## CAREER DEVELOPMENT

### Meaning:

It is a systematic and planned effort to balance career needs of individuals and requirement of the organisation

### Importance

1. Reduces employee turnover
2. Better employee productivity
3. Improves morale and motivation
4. Increases job satisfaction
5. Reduces disputes
6. Enables filling up of vacancies
7. Reduces time and cost of recruitment
8. Provides career progression
9. Ensures better use of employees.

### Career Development Program

There are two programs

1. Individual Career development
2. Organisational career development

## Individual career development

Important steps to be taken by employees

1. Performance
2. Exposure
3. Leveraging
4. Developing contacts
5. Loyalty
6. Subordinate Superior relationship
7. Improving knowledge and abilities

## Organisational Career development.

1. Self assessment tools
2. Career planning workshops
3. Career workbooks
4. Counselling
5. Internal communication
6. Organisational assessment program