

Department of Commerce (CA)

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Human Resource Management (18MCC43E)

UNIT 2

Human Resource Planning - Job Analysis -  
Selection and Recruitment - Testing - Interview  
Placement and training

Reference Book

Human Resource Management

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## HR Planning

Meaning: It is the process by which a management determines how an organisation should move from its current man power position to its desired man power position

### Features

1. Based on organisational goal
2. Future oriented
3. Clearly defined objectives
4. Continuous process
5. Estimating requirements
6. Planning demand and supply
7. Optimum usage of human resources
8. Component of HR management system
9. Time period - Short, medium & long term

### Need or Importance

1. To meet organisational requirements
2. Basis for other functions
3. Skill shortages
4. To avoid labour imbalance
5. To meet technological changes
6. To fill up vacancies
7. To meet changing trends

8. Training and development of employees
9. Satisfies employee needs.

### Steps in HR Planning

1. Deciding goals or objectives
2. Environment Analysis
3. Forecasting demand for human resources
4. Forecasting supply of human resources
5. Balancing demand and supply
6. HR Plan implementation

### Benefits of HR Planning

1. Supports organisational objectives
2. Enables utilisation of human resources
3. Appoints right people with right skills
4. Aids in filling up vacancies
5. Helps in management forecast
6. Provides data for preparing budgets
7. Supports expansion efforts

### Problems in HR Planning

1. Inaccuracy
2. Employee resistance
3. Uncertainties
4. Time consuming
5. Lack of management support
6. Lack of proper estimation

## JOB ANALYSIS

It is a systematic procedure for securing and reporting information defining a specific job.

### Techniques of Job Analysis:

1. Interview of workers and supervisors
2. Critical incident method
3. Personal observation
4. Questionnaire method
5. Log records
6. Panel of experts

### Objectives of Job Analysis

1. To decide the number of employees needed
2. To select the right man for right job
3. To determine the type of training to be given
4. To help in performance appraisal
5. To decide the salary and wages to be paid
6. To assign job according to their skills
7. To identify the candidates for promotion
8. To help in job evaluation
9. To improve job satisfaction of employees.
10. To provide safety and health measures
11. To help in employee counselling

# RECRUITMENT

Meaning:

It is the process of finding and attracting capable applicants for employment.

## Factors influencing recruitment

1. Size of the organisation
2. Recruitment policy
3. Salary Structure
4. Working conditions
5. Employment conditions
6. Growth of firms
7. Image and reputation of unit
8. Image of the job
9. Competitors
10. Cost of recruitment
11. Human Resource Planning
12. Enrolment factors.

## Objectives of Recruitment

1. To identify present and future requirements
2. To act as a link between employer and candidate
3. To locate and attract potential applicants
4. To select best candidates
5. To reduce the number of unsuitable candidates
6. To encourage retention of recruited candidates
7. To encourage employee referral
8. To minimise cost and time of recruitment
9. To improve the skills of recruiters

## Steps in recruitment process

1. Recruitment planning
2. Designing recruitment strategy
3. Evaluation of recruitment sources
4. Implementation of strategy
5. Advertising the vacancy
6. Evaluation

## Sources of Recruitment

### Internal Recruitment

1. Promotion
2. Transfer
3. Referrals
4. Job postings
5. Retired employees
6. Retrained employees
7. Dependents of deceased
8. Former employees

### External Recruitment

1. Professional Associations
2. Advertisement
3. Employment exchanges
4. Walk-in
5. Unsolicited applications
6. Talk-ins
7. Contractors
8. Head hunters
9. Radio, TV, Internet
10. Competitors
11. Mergers
12. Acquisition

## Merits of Internal Sources of Recruitment

1. Time Saving
2. Reliable method
3. Reduced training cost
4. Better motivation
5. Improved loyalty
6. Reduced turnovers
7. Better relations
8. High Productivity

## Demerits

1. Limited Scope
2. Partiality
3. Hinders fresh thinking
4. Less choice
5. Talent Ignored
6. Lethargic attitude
7. Conflicts
8. Might affect growth
9. Difficulty to turnaround.

## Merits of External Sources of Recruitment

1. Availability of suitable persons
2. Brings fresh thinking
3. Economical
4. Initiate turnaround
5. Avoids politics
6. Enables growth
7. Improved diversity

## Demerits

1. Higher turnover
2. Lack of Cooperation
3. Expensive
4. Lack of adjustment
5. Affects initiative
6. Affects motivation & morale
7. Clash ideas
8. Chances of failure

## SELECTION

It is the process of choosing the most suitable candidates from the applications received and rejecting the others.

### Importance of selection

1. Best talent
2. Better Efficiency
3. Job Satisfaction
4. Reduced Cost of training
5. Reduced turnover
6. Other benefits

### Stages in the process of selection

1. Receipt of Applications
2. Screening of Applications
3. Application Blank
4. Employment Test
5. Interview
6. Reference check
7. Medical Examination

### Psychological Test or Employment Test

1. Intelligence test
2. Aptitude test
3. Achievement test
4. Interest test
5. Personality test
6. Physical ability test

### Interview

It is a selection technique which enables employers to view the total individual and directly appraise the behaviour.



## Types of Interview

1. Structured
2. Unstructured
3. Situational
4. Behavioural
5. Stress
6. Panel
7. Group

## Guidelines for Effective Interviews

1. Based on Job Analysis
2. Right location
3. Suitable duration
4. Well prepared Questions
5. Review of resumes
6. Ensure clarity
7. Two way communication
8. Attentive listening
9. Relaxed atmosphere
10. Note taking
11. Discussion of benefits
12. Objective assessment
13. Proper Close
14. Communication of selection decision

Recruitment	Selection
1. Process of encouraging to apply	1. Process of picking up suitable person.
2. Purpose is to create talent pool	2. Purpose is to select suitable one
3. Approach is positive	3. Approach is negative - rejection
4. Precedes selection	4. Follows recruitment
5. Encourages large people to apply	5. Rejects unsuitable candidate
6. Economical method	6. Expensive method
7. Does not result in any contract	7. Contract between employer and employee
8. Simple process	8. Complex process
9. Less time consuming	9. More time consuming
10. Procedure - Identify and notify vacancies	10. Procedure - tests, interviews, medical examination

## 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 employee 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.

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.

## 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. Inbasket 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 delegation & 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