

UNIT –III

TRAINING AND DEVELOPMENT

Training and development is one of the main function of the human resource management. Training refers to a systematic setup where employees are instructed and taught matters of technical knowledge related to their jobs.it focuses on teaching employees how to use particular machines or how to do specific tasks to increase efficiency.

Whereas, development refers to the overall holistic and educational growth and maturity of people in managerial positions .the process of development is in relation to insights, attitudes, and adaptability, leadership and human relations.

Thus, Training and development is any attempt to improve current or future performance of employee by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.

TRAINING AND ITS OBJECTIVES

Training is an organized activity for increasing the knowledge and skills of people for a definite purpose. It involves systematic procedures for transferring technical know-how to the employees doing specific jobs with proficiency .in other words, the trainees acquire technical knowledge, skills and problem solving ability by undergoing the training programme.

According to Edwin B.Flippo, " training is the act of increasing the knowledge and skills of an employee for doing a particular job". Training involves the development of skills that are usually necessary perform a specific job. Its purpose is to achieve a change in the behavior of those trained and to enable them to do their jobs better. Training makes newly appointed workers fully productive in the minimum of time. Training is equally necessary for the old employees whenever new machines and equipment are introduced and/or there is change in the techniques of doing the work.

The objectives of training are as follows:

- (I) To increase the knowledge of workers in doing specific jobs.
- (II) To impart new skills among the workers systematically so that they learn quickly.
- (III) To bring about change in the attitudes of the workers towards fellow workers, supervisor, and the organization.
- (IV) To improve the overall performance of the organization.
- (V) To make the workers handle materials, machines and equipment efficiently and thus to check wastage of time and resources.
- (VI) To reduce the number of accidents by providing safety training to workers.
- (VII) To prepare workers for the higher jobs.

IMPORTANCE OF TRAINING

Modern organizations arrange for the training of their human resources to achieve the following benefits:

- (I) **Quick learning :**
Training helps to reduce the learning time to reach the acceptable level of performance. The employees need not learn by observing others and waste time if the formal training programme exists in the organization. The qualified instructors will help the new employees to acquire the skills and knowledge to do particular jobs quickly.

(II) Higher productivity:

Training increases the skill of the new employees in the performance of a particular job. An increase in skill usually helps in increase in both quantity and quality of output .Training is also of great help to the existing employees.it helps them to increase their level of performance on their present job assignment and prepares them for future assignment.

(III) Standardization of procedures:

With the help of training, the best available methods of performing the work can be standardized and taught to all employees. Standardization will make high level of performance rule rather than exception.

(IV) Less supervision :

If the employees are given adequate training, the need of supervision will be lessened. Training does not eliminate the need of supervision but it reduces the need of detailed and constant supervision.

(V) Economical operations :

Trained personnel will be able to make better and economical use of materials and equipment .wastage will be also low .In addition, the rate of accidents and damage to machinery and equipment will be kept to the minimum by the trained employees .these will lead to lower cost of production per unit.

(VI) Higher morale :

The morale of employees is increased if they are given proper training. A good training programme will mould employee's attitudes towards organizational activities and generate better cooperation and greater loyalty.

(VII) Preparation of future managers

When totally new skills are required by an organization, it has to face great difficulties in the selection process .Training can be used in spotting out promised men and preparing them for promotion.

TYPES OF TRAINING:

The important types of training programmes are as follows:

(a) Induction or orientation training :

Induction is concerned with introducing or orienting a new employees to the organization and its procedures, rules and regulations. When a new employee reports to work, he must be helped to get acquainted with the work environment and fellow employees.it is very short informative training given after recruitment .It creates a feeling of involvement in the minds of newly appointed employees.

(b) Job training :

Job training relates to specific job which the worker has to handle .It gives information about machines, process of production, instructions to be followed, methods to be used and so on. It develops skills and confidence among the workers and enables them to perform the job efficiently. Job training is the most common of formal in plant training programmes. It is necessary for the new employees to acquaint them with the jobs they are expected to perform.

(c) Refresher training or retraining :

The refresher training is meant for the old employees of the enterprises. The basic purpose of refresher training is to acquaint the existing workforce with the latest methods of performing their jobs and improve their efficiency further. Retraining programmes are designed to avoid personnel obsolescence.

(d) Internship training :

Under this method, the educational or vocational institute enters into arrangement with an industrial enterprise for providing practical knowledge ,to its students. Internship training is usually meant for such vocations where advanced theoretical knowledge is to be backed up by practical experience on the job. For example. Engineering students are sent to big industrial enterprise for gaining practical work experience and medical students are sent to big hospitals to get practical knowledge.

(e) Apprenticeship training : discussed in off the job methods .

METHODS OF TRAINING:

On- the- job training is considered to be most effective method of training the operative personnel. Under this method, the worker is given training at the workplace by his immediate supervisor. In other words, the workers learns in the actual work environment .It is based on the principle of 'learning by doing'. On the job training techniques are most appropriate for imparting knowledge and skills that can be learnt in a relatively short time .The effectiveness of the method depends largely on the competency of the trainer to teach. Notable on the job methods are explained below.

(I) Coaching :

Under this method, the supervisor imparts job knowledge and skills to his subordinate. The emphasis in coaching or instructing the subordinate is on feeling by doing. This method is very effective if the superior has sufficient time to provide coaching to his subordinates.

(II) Understudy :

The superior gives training to a subordinate as his understudy or assistant. The subordinate learns through experience and observation .It prepares the subordinate to assume the responsibilities of the superior's job in case the superior leaves the organization. The purpose of understudy is to prepare someone to fill the vacancy caused by death, retirement, promotion, or transfer of the superior.

(III) Position/job rotation:

The purpose of position rotation is to broaden the background of the trainee in various positions .the trainee is periodically rotated from job to job instead of sticking to one job so that he/she acquires a general background of different jobs. However rotation of an employee from one job to another should not be done frequently .he/she should be allowed to stay on a job for a sufficient period so that he/ she may acquire the full knowledge of the job.

Job rotation is used by many organizations to develop all round workers. The employees learn new skills and gain experience in handling different kinds of jobs .they also came to know the interrelationship between different jobs. Job rotation is also used to place workers on the right jobs and prepare them to handle other jobs in case of need.

(IV) Apprenticeship training:

Apprenticeship training is a process by which people become skilled workers, usually through a combination of formal learning and long term on the job training, often under the tutelage of a master craftsmen. The apprentice learns the by observing the manner of doing the job by the master craftsman or else he may be allowed to work on the job under his supervision. The process continues till the new employee is able to do the job independently. This type of training has traditionally been more appropriate for developing skills of craftsmanship such as that of weaver, carpenter, plumber, machinist and fitter.

(V) Informal learning :

Surveys from the American society for training and development estimate that as much as 80% of what employees learn on the job they learn through informal means, including performing their jobs while interacting every day with their colleagues .employers can facilitate informal learning .For example, a manufacturing company can place tools in cafeteria areas to take advantage of work related discussions taking place.

(VI) Job instructions training :

Many jobs (or parts of job) consists of a sequence of steps that can best learned step by step. Such step by step training is called job instructions training (JIT) .First, list the job's required steps (let's say for using a mechanical paper cutter) each in its proper sequence. Then the list a corresponding "key point" (if any) besides each step. The steps in such a job instruction training sheet show the trainees what to do, and the key point show how it's to be done and why.

OFF THE JOB TRAINING METHODS:

Off the job training requires the workers, to undergo training for a specific period away from the work place .off the job methods are concerned with both knowledge and skills in doing certain jobs. The workers are free of tension of work when they are learning.

There are several off the job methods of training and development as described below:

(I) **Special lecture cum discussion :**

Lecturing is a quick and simple way to present knowledge to large groups of trainees, as when the sales force needs to learn a new product's features.

Training through special lectures is also known as 'class –room training' .It is more associated with imparting knowledge than with skills. The special lectures may be delivered by some executives of the organization or specialist from vocational and professional institutes.

There are certain aspects of nearly all jobs that can be learnt better in the classroom than on the job. Orientation about organization and safety training can be accomplished more effectively in the class room. Here the trainer possesses a considerable depth of knowledge of the subject at hand .He/she seeks to communicate his thoughts in such a manner as to interest the class and causes the trainees to retain what he /she has said. The trainees generally take notes as an aid to learning.

(II) **Programmed learning :**

Programmed learning is a step -by- step, self-learning methods that consists of three parts:

- (a) Presenting questions, facts or problems to the learner.
- (b) Allowing the person to respond.
- (c) Providing feedback on the accuracy of answers, with instructions on what to do next.

Programmed learning reduces training time. It also facilitates learning by letting trainees learn at their pace, get immediate feedback and reduce the risk of error.

(III) **Behavior modeling:**

A training technique in which trainees are first shown good management techniques in a film , are asked to play roles in a simulated situation and are then given feedback and praise by their supervisor .

Behavior modeling involves (1) showing the trainees the right (or 'model') way of doing something (2) letting trainees practice that way and then (3)giving feedback on the trainee's performance .Behavior modeling training is one of the most widely used well –researched and highly regarded psychologically based training interventions .The basic procedure is as follows :

- (a) **Modeling** : First ,trainees watch live or video examples showing models behaving effectively in a problem situation .Thus the video might show a supervisor effectively disciplining a subordinate ,if teaching “ how to discipline “ is the aim of the training program.
- (b) **Role -playing**: Next, the trainees get roles to play in a simulated situation; here they are to practice the effective behaviors demonstrated by the models.
- (c) **Social reinforcement**: The trainer provides reinforcement in the form of praise and constructive feedback.
- (d) **Transfer of training**: Finally, trainees are encouraged to apply their skills when they are back on their jobs.

(iv) Vestibule training:

With vestibule training, trainees learn on the actual or simulated equipment but are trained off the job (perhaps in a spare room or vestibule). vestibule training is necessary when it is too costly or dangerous to train employees on the job and/or where the job is difficult and complex. Putting new assembly-line workers right to work could slow down production, for instance and when safety is concern – as with pilots –simulated training for instance may be only practical alternative.

Simulation is a form of vestibule training which is imparted away from the location of the actual job. Under it, a replica representing the job situation and the manner of doing it is created through the use of simulation devices .these devices may be simple or complex. Use of computers and others software devices have been of considerable help in the creation of situation identical to that of the actual job environment .it is particularly useful in training technical personnel and managers.

(v) Conference training:

A conference is a group meeting conducted accordingly to an organized plan in which the members seek to develop knowledge and understanding by oral participation. These days , video conferencing is also gaining popularity under which people can participate in the conference through via satellite.

(vi) Workshops:

A training workshop is a type of interactive training where participants carry out a number of training activities rather than passively listen to a lecture or presentation .

EVALUATING THE TRAINING PROGRAM EFFORT:

After completing the training of employees (or perhaps at planned intervals during the training the program should be evaluated to see how well its objectives have been met.

The manager can measure four types of training outcomes or effects :

(1)	Reaction	Evaluate the trainee's reactions to the program .Did they like the program .Did they think it worthwhile?
(2)	Learning	Test the trainees to determine whether they learned the principles ,skills and facts they were supposed to learn .
(3)	Behavior	Ask whether the trainee's on the job behavior changed because of the training program.
(4)	Results	Most important ask , " what results did we achieve ,in terms of the training objectives previously set? For example, did the number of customers complaints diminish ?

Reactions , learning , and behavior are important .but if the training program doesn't produce measurable performance –related results ,then it probably hasn't achieved its goals .



INSTRUCTOR HANDOUTS

United States Office of Personnel Management

TRAINING EVALUATION FORM

TITLE OF COURSE:

"Work and Family Issues — A Module for Supervisors and Managers"

DATE OF TRAINING

NAME OF INSTRUCTOR:

Started: _____

Ended: _____

NAME: (Optional)		POSITION TITLE/GRADE:	
AGENCY:	OFFICE PHONE: (Optional)	OFFICE ADDRESS: (Optional)	
<p style="text-align: center;">Rate Your Knowledge and Skill Level (Circle your rating)</p> <p>Before this course Low -----High 1 2 3 4 5</p> <p>After this course Low -----High 1 2 3 4 5</p>		<p style="text-align: center;">Overall, how would you rate this course?</p> <p>__ Excellent __ Very Good __ Good</p> <p>__ Fair __ Poor</p>	

EVALUATION OF COURSE (Check appropriate box)

ITEMS OF EVALUATION	Excellent	Very Good	Good	Fair	Poor	Not Applicable
How did the course sharpen your knowledge or skills in:						
1. What work and family programs are	*	*	*	*	*	*
2. Who uses work and family programs	*	*	*	*	*	*
3. How to recognize/solve work/family issues	*	*	*	*	*	*
4. Helping you take practical steps on the job	*	*	*	*	*	*

RATING OF INSTRUCTOR

1. Presentation, organization, delivery	*	*	*	*	*	*
2. Knowledge and command of the subject	*	*	*	*	*	*
3. Use of audio-visuals or other training aids	*	*	*	*	*	*
4. Stimulation of an open exchange of ideas, participation, & group interaction	*	*	*	*	*	*

STRONG POINTS OF THE COURSE

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WEAK POINTS OF THE COURSE

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ADDITIONAL DATA YOU WOULD LIKE TO HAVE COVERED IN COURSE

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ADDITIONAL COMMENTS/OR RECOMMENDATIONS

UNIT –IV

INDUSTRIAL RELATIONS (IR):

The term 'industrial relations' refers to all types of relationships between all the parties concerned with industry. The parties related to industry are the workers and the management representing the owners. Thus, industrial relations connote vast complex of relationships obtaining between management and employees, union and management, union and employees and between employees themselves. Both parties to industrial relations have common interest in industry, but many a time, they are found to be pulling the in different directions which leads to industrial unrest. Therefore it has become necessary to secure the cooperation of both workers and management to achieve good industrial relations.

Besides management and workers, state is another party associated with industrial relations. The interference of Government in industrial relations through legal and administrative measures is quite common. Thus the area of industrial relations has been extended to relations among the state.

PARTIES TO INDUSTRIAL RELATIONS:

According to Dale Yoder, " the term industrial relations 'refers to the relationship between management and employees or among the employees and their organization that arise out of employment ".

Its scope includes three rarely distinct areas;

- (a) Relations between managers and individual workers
- (b) The collective relations between employers and labor (trade unions) ;and
- (c) The role of government in the regulation of theses of relationships

These three are closely associated areas are often referred to respectively as personnel management, collective bargaining, and labor legislation.

Simply stated, industrial relations are the outcome of the 'employment relationship's' in the industry. The government of the nation influences these relations to a great extent.

OBJECTIVES OF THE INDUSTRIAL RELATIONS:

The primary objective of industrial relations is to maintain good and healthy relations between the workers and the management in the enterprise. All other objectives revolve around this primary objective. Some of the important objectives are listed below:

(i) To promote healthy labour-managemnt relations.

(ii) To promote the interest of employees as well as management by securing the highest level of mutual understanding and goodwill among them.

(iii) To raise productivity to a higher level and to contribute to the economic development of the country

(iv) To check industrial conflicts and minimize the occurrence of strikes and lockouts

(v) To minimize the labour turnover and absenteeism by providing the job satisfaction to the workers

(vi) To facilitate and develop industrial democracy based on workers participation in management.

(vii) To establish government control over industries to regulate production and industrial relations.

MEASURES TO IMPROVE INDUSTRIAL RELATIONS:

The following measures should be taken to achieve good industrial relations :

(a) Progressive management :

There should be progressive outlook of the management of each industrial enterprise. It should be conscious of its obligations and responsibilities to the owners of the business, the employees, the consumers and the nation. The management must recognize the rights of workers to organize unions to protect their economic and social interests.

(b) Strong and stable union :

A strong and stable union in each industrial enterprise is essential for good and industrial relations. The employers can easily ignore a weak union on the plea that it hardly represents the workers. The agreements with such a union will hardly be honoured by a large section of the workforce.

(c) Mutual accommodation:

The rights of collective bargaining of the trade unions must be recognized by the employers .in any organization, there must be a great emphasis on the mutual accommodation rather than conflict or uncompromising attitude. The approach must be of mutual 'give and take' rather than 'take or leave

(d) Sincere implementation of agreements :

The management should sincerely implement the settlements reached with the trade unions. The agreements between the management and the unions should be enforced both in letter and spirit.

(e) Worker's participation in management :

The participation of workers in the management of the industrial unit should be encouraged by making effective use of works committees, joint consultation and other methods. This will improve communication between managers and workers, increase productivity and lead to greater effectiveness.

(f) Government's role:

The government should play an active role for promoting industrial peace. It should intervene to settle disputes if the management and the workers are unable to settle their disputes.

(g) Sound personnel policies :

Personnel policies should be formulated in consultation with the workers and their representatives if they are to be implemented effectively

STRESS AND STRESS MANAGEMENT:

Stress is a feeling of emotional or physical tension.it can come from any event or thought that makes us feel frustrated, angry, or nervous. Stress is our body's reaction to a challenge or danger.

Stress management is a wide spectrum of techniques and psychotherapies aimed at controlling a person's level of stress, especially chronic stress, usually for the purpose of and for the motive of improving everyday functioning.

Stress is the "psychological, physiological and behavioural response by the an individual when they perceive a lack of equilibrium between the demands placed upon them and their ability to meet those demands,which,over a period of time ,leads to ill health"(palmer,1989)

Symptoms of stress:

Although we all experience stress differently, some common symptoms include :

Difficulty sleeping

weight gain or weight loss

Stomach pain

Irritability

Headaches

Difficulty concentrating

Excessive sleeping

Social isolation

Fatigue and Obsessive or compulsive behaviors

Stress management techniques and strategies:

1. Action oriented approaches:

Action oriented approach allow us to take action and change the stressful situation.

(a) Be assertive: clear and effective communication is the key to being assertive. When we're assertive we can for what we want or need and explain what is bothering us. Once we identify what we need to communicate we can stand up for our self and be proactive in changing the stressful situation.

(b) Reduce the noise: switching off from technology and the constant stimuli thrown at us hourly is an important way to slow down. How often do we go offline?

Make time for some quietness each day and we will notice how all those seemingly urgent things that we feel we need to do become less important.

(c) Manage our time :when we manage our time we prioritize and organize our tasks creating a less stressful and more enjoyable life.

2. Emotion oriented approaches:

Emotion oriented approaches are used to change the way we perceive stressful situations.

(a) Affirmations and imagery: The power of positive imagery and affirmations is now scientifically proven to increase positive emotion. When we think of positive experience, our brain perceives it to be a reality.so replace those negative thoughts with positive statements and challenge and change the way we see and experience the world.

(b) ABC Technique (by psychologist DR ALBERT ELLIS): The Letters ABC Stand for ; A- Adversity or the stressful event .B-beliefs or the way that we respond to the event . Then C- Consequences, the result of our beliefs leads to the actions and outcome of that event . Essentially, the more optimistic our beliefs ,the more positive the outcome.

3. Acceptance oriented approaches:

Acceptance- oriented approaches are useful in stressful situations that we cannot control.

- (a) Diet and exercise: we must take a balanced and healthy diet. Making a simple diet changes, such as reducing caffeine and sugar intake is a proven way of reducing anxiety .another guaranteed way to reduce stress is exercise .It is proven to also be as effective as antidepressants in relieving mild depression.**
- (b) Meditation and physical relaxation: use techniques such as deep breathing, yoga etc., helps our body to relax.**
- (c) Talk it out: we should not block it all inside. Talk to someone close to us about our worries or the things. Sharing worries is halving them. If we do not feel up to sharing, writing them down is also a great way to release them or by engaging an independent professionals.**
- (d) Sleep: Getting a good night sleep is fundamental for recharging and dealing with stressful situations in the best possible way.**

Stress management in the workplace:

According to the World Health Organization's definition, occupational or work – related psychosocial stress “ is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.”(Leka, Griffiths & cox, 2003)

Symptoms of workplace stress:

Symptoms of workplace stress can manifest physically (headaches, stomach aches, pains ,fatigue or eating and sleeping disturbances), cognitively (trouble with concentrating ,decision making ,thinking or remembering) and emotionally (feeling down , tense and irritated).

Prevention of workplace stress:

The prevention of workplace stress is most successful when a combination of both organization changes and individual stress management is used.

To reduce stress levels at workplace the organizations can adopt following techniques:

- 1. Promote leave, rest and breaks.***
- 2. Encourage exercise and meditation, both within and outside of work hours.***
- 3. Ensure the workload is in line with worker's abilities and resources***
- 4. Boost workplace morale by creating opportunities for social interactions.***
- 5. Clearly set out worker's roles and responsibilities.***
- 6. Establish no tolerance policy for workplace discrimination.***
- 7. Provide training for work place stress management***

IMPORTANT TOPICS TO COVER:

SCOPE OF HUMAN RESOURCE MANAGEMENT

HUMAN REOSURCE PLANNING

RECRUITMENT SOURCES

PERFORMANCE APPRAISAL and Incentive management

TRAINING AND DEVELOPMENT

INDUSTRIAL RELATIONS AND STRESS MANAGEMENT

UNIT –II: REWARDS AND INCENTIVE MANAGEMENT:

COMPENSATION:

Compensations refers to a wide range of financial and non-financial rewards to employees for their services rendered to the organisation. It is paid in the form of wages ,salaries and employee benefits such as paid vacations , insurance, maternity leave, study leave , free travel facility ,retirement benefits etc. Monetary benefits are a direct form of compensating the employees and have a great impact in motivating the employees. The system of compensation should be so designed that it achieves the following objectives:

- (a) Capable employees are attracted towards the organisation.*
- (b) The employees are motivated for better performance.*
- (c) The employer do not leave the employer frequently.*

In industry, workers are compensated in the form of the following benefits.

- (I) Monthly wage and salary or total pay including basic wage, house rent allowance ,dearness allowance and city compensatory allowance .*
- (II) Bonus at the end of the year.*
- (III) Economic benefits such as paid holidays, leave travel concession.*
- (IV) Contribution towards insurance premium*
- (V) Contribution towards retirement benefits such as employee provident fund*
- (VI) Transport and medical facilities.*

INCENTIVE WAGE PLANS:

Incentive wages relate earnings to productivity and may use premiums, bonuses or a variety of rates to compensate for superior performance .thus the incentive plans offer an attraction of extra payment for efficiency or more production. Incentive plans are popular all over the world and are used extensively for raising the productivity.

The basic object of any incentive plan is to increase the production by giving an inducement to workers in the form of higher wages.an efficient plan must provide for minimum guaranteed wage based on hourly rate and extra remuneration for increased output.

Incentive compensation also called 'payment by results 'is essentially a managerial device for increasing the worker's productivity.

TYPES OF INCENTIVE PLAN:

Straight piece –work and high piece –work plans:

*The straight piece –work is the oldest and most common incentive plan. Under this plan, workers are paid at a uniformly specified rate for every unit of output. For example, a worker may be paid rs 10 for every bag of cement loaded in a truck. If one worker loads 30 bags and another 40 bags of cement in the day, their remuneration will be rs $30*10=300$, and rs $40*10=400$, respectively, for the day.*

*A variation of the straight piece –work plan is the high piece- rate plan. Under the high piece rate plan, a standard level of production is set .if a worker crosses this standard level ,he is rewarded at a rate higher than that set for up to the standard performance. For example, if the standard level of the task is fixed at loading 100 bags in 8 hours, and the rate per bag loaded is rs 5 up to standard level, then if a worker loads 90 bags within that time ,he will be paid rs $90*5=450$. If the worker loads 120 bags within that time, he will get additional payment for 20 extra bas loaded at a higher rate of say rs 8 per bag. In such a case ,the earnings of this worker will be rs $5*100+ rs 8*20$ that is rs $500+rs 160=rs 660$*

Standard hour plan and high standard hour plan :

Under standard hour plan, standard time is set for each task and if a worker completes the task in the standard time or less, he will be paid the full amount fixed for the task. For example, if the standard time fixed for completing a task is 8 hours and remuneration for completing the task is Rs 80 that is Rs 10 per hour, then if a worker completes the task in 6 hours, he will be paid Rs 80 for working only 6 hours. Thus, his hourly rate is automatically enhanced. If a worker completes the task in 10 hours, he/she will not earn any additional amount for the extra 2 hours taken for completing the task and he/she will receive only Rs 80 for his/her work done.

Taylor differential piece –rate plan:

The plan developed by F.W Taylor in the 19th century is the first incentive plan in modern industrial era. The plan provides for the fixation of two piece –rates – a low rate for output below the prescribed standard and a high rate for output above the standard. For example, if a standard task is set at the production of 40 units in a week, and the piece –rate per unit produced below the standard is Rs 30 and that for production above the standard is Rs 40, then the worker who produces only 35 units in the week will be paid Rs $35 \times 30 = 1050$. Whereas the worker who produces 50 units in the week will earn Rs $40 \times 50 = 2000$.

Hasley plan:

This plan was developed by F.A Hasley of the USA. Under this plan, a standard time is fixed for completing the task. In case a worker completes that task in exactly the standard time or more, he will be paid only the guaranteed basic time rate fixed. If he completes the task in less than the standard time set, he will be paid at the fixed time rate for the time actually taken in completing the task, and in addition, a bonus for the time saved.

IMPORTANCE OF FINANCIAL INCENTIVE PLANS

Financial incentive plans have several advantages, notable among which, are as follows:

- (1) They are helpful in accelerating the pace of production within the same time frame work .as a result, labour cost per unit of time is reduced.***
- (2) They are beneficial both for the employers and employees. The employees derive increased profit as result of increase in production with the same work force and in the same time span, and employees get enhanced earnings in the same time span.***
- (3) Employees with a high level of performance get additional reward for their performance and those whose performance is not satisfactory get an opportunity to exert more in the quest for higher earnings.***
- (4) The element of competition among employees in the quest of higher earnings promotes overall efficiency of the enterprise and production oriented work culture.***
- (5) In their desire to earn more, the employees also try to improve their efficiency and willingly participate in training and skill development programme.***

FEED FORWARD OF CLASS TEST RESULTS

Paper: Human Resource Management

Result notification/class test 2019/25

Department of commerce /GDC Ganderbal

Total no of candidates appeared: 26

Total no of candidates passed: 26

Name of evaluator -----MOHD AJAZ MANDOO-----

Roll no	Total points scored out of 16	Rank
1167,	11	1st
29,51,210,191,189,1944,	10	2nd
653, 464,156,193,	09	3rd
554,194,08,341,09,	08	4th
34,822,844,829,845	07	5th
78,1761,	05	6th
1763,1762,1331,	04	7th

PAPER: HUMAN RESOURCE MANAGEMENT / 5th semester /Department of commerce /GDC Ganderbal

Roll no _____ Date _____ Name _____ Signature _____

Psychometric class Test

Total no.of questions: 16

Time allowed: 20 minutes

Choose and tick the most appropriate answer (KEY)

1. Mr. 'A' has been transferred from job 'B' to job 'C', where responsibilities, status and pay is more than job 'B'. Thus it is clear case of

 - (a) Transfer (b) *promotion* (c) job enrichment (d) all of these

2. Which of the following is not included in the scope of the human resource management function?
 - (a) Job analysis and design (c) Motivation and communication
 - (b) Safety and health (d) *Organizational structure and design*
3. The poor quality of selection will mean extra cost on _____ and supervision.
 - (a) *Training* (b) recruitment (c) work quality (d) none of the above
4. _____ refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants.
 - (a) Selection (b) training (c) *recruitment* (d) induction
5. What is the natural perception of people on the process of recruitment and selection?
 - (a) *Positive* (b) negative (c) both positive and negative (d) none of these
6. Selection is now _____ and is handled by the human resource department.
 - (a) Unplanned (b) outsourced (c) *centralized* (d) none of the above
7. Which of the selection steps is the most critical?
 - (a) Physical examination (b) *selection decision* (c) interview (d) critical path
8. Which of these is a hindrance to effective training?
 - (a) Career planning and workshop (b) *Aggregate spending on training is inadequate*
 - (b) Mentoring (c) Career counselling
9. _____ is an objective assessment of an individual's performance against well-defined benchmarks.
 - (a) *performance appraisal* (b) HR planning (c) Information for goal identification
10. Which of these is the main purpose of employee assessment /performance appraisal?
 - (a) Make correct decision (b) job analysis (c) *to effect promotion based on competence and performance*

11. _____ refers to the allocation of people to jobs, it includes initial assignment of new employees ,and promotion ,transfer or demotion of present employees.

(a) recruitment (b) *placement* (c) selection (d) all of these

12. "Setting goals with appraisal of employee" is linked to concept of :

(a) appraisal by objectives (b) *management by objectives* (c) ranking method

13. Which of the following details is mentioned in job specification ?

(a) Materials and tools to be used (b) *physical skills* (c) location

14. The most common trait in conventional rating form can be

(a) Job knowledge (b) leadership (c) skills in dealing with people (d) *all of these*

15. Performance appraisal generally does not involve

(a) *determining employees' living standard*

(b) setting work standards for employees

(c) Providing feedback for motivating employees

(d) all of these

16. Match the following

(I) *360 degree appraisal* (a) *performance appraisal*

(II) *Setting goals* (b) *peter ducker*

(III) *Workforce* (c) *Human resource*

(IV) *Canteen* (d) *welfare of workforce*

Response ... I-a, II-b, III-c, IV-d

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