

CONTENTS

Chapter 1	Introduction to Human Resource Management	1 – 8
Chapter 2	Job and Manpower Planning	9 – 18
Chapter 3	Staff Recruitment	19 – 26
Chapter 4	Staff Selection	27 – 42
Chapter 5	Staff Training	43 – 52
Chapter 6	Staff Morale	53 – 61
Chapter 7	Staff Motivation	62 – 74
Chapter 8	Staff Remuneration	75 – 92
Chapter 9	Staff Leadership	93 – 103
Chapter 10	Staff Appraisal	104 – 114
Chapter 11	Staff Promotion and Transfer	115 – 124
Chapter 12	Staff Separation	125 – 132
Chapter 13	Emerging Trends in Human Resources	133 – 137
Chapter 14	Business Communication	138 – 167
Chapter 15	Business Correspondence	168 – 187
Chapter 16	Reports and Report Writing	188 – 193
Chapter 17	Various Business Entities	194 – 197
Chapter 18	Sources of Business Finance	198 – 209
Chapter 19	Globalisation	210 – 212
Chapter 20	E-Business	213 – 218
Chapter 21	Outsourcing	219 – 223
Chapter 22	Business Regulators and Intermediaries	224 – 234
•	Commercial Abbreviations	235 – 239
•	Model Test Papers (1 – 10) (Unsolved)	240 – 249
•	ISC Specimen Question Paper (for 2019 & Onward Examination)	250 – 251

1

Introduction to Human Resource Management

Chapter Outline

- 1.1 Meaning and Definition of Human Resource Management
- 1.2 Characteristics of Human Resource Management

- 1.3 Importance of Human Resource Management
- 1.4 Functions of Human Resource Management

Human resources of an organisation are the aggregate of knowledge, skills, aptitudes of people working in it. The management of these resources is called human resource management.

1.1 MEANING AND DEFINITION OF HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) is that part of management which is concerned with people at work and with their relationships within the organisation. It seeks to bring together men and women who make up an enterprise, enabling each to make his/her best contribution to its success both as an individual and as a member of a working group.

Definitions of HRM

Human Resource Management may be defined as that field of management which has to do with planning, organising and controlling the functions of procuring, developing, maintaining and utilising the labour force, such that the

- (a) objectives for which the company is established are attained economically and effectively,
 - (b) objectives of all levels of human resources are served to the highest possible degree, and
 - (c) objectives of society are duly considered and served"
- Michael J. Jucious.

Human resource management is "the planning, organising, directing and controlling of the procurement, development, compensation, integration, maintenance and reproduction of

human resources to the end that individual, organisational and societal objectives are accomplished.

— Edwin B. Flippo

1.2 CHARACTERISTICS OF HUMAN RESOURCE MANAGEMENT

On the basis of the definitions given above, the following features of human resource management can be identified:

1. Comprehensive Function. Human resource management is concerned with managing people at work. It covers all types of people at all levels in the organisation. It applies to workers, supervisors, officers, managers and other types of personnel.

2. People-oriented. Human resource management is concerned with employees as individuals as well as groups. It is the process of achieving the best fit between individuals, jobs, organisations and the environment. It is the process of bringing people and organisations together so that the goals of each are met.

3. Action-oriented. Human resource management focuses on action rather than on record-keeping or procedures. It stresses the solution of human resource problem to achieve both organisational objectives and employees' personal goals.

4. Individual-oriented. Under human resource management, every employee is considered as an individual so as to provide

services and programmes to facilitate employee satisfaction and growth.)

5. Development-oriented. Human resource management is concerned with developing potential of employees so that they get maximum satisfaction from their work and give their best efforts to the organisation.)

6. Pervasive Function. Human resource management is inherent in all organisations and at all levels. It is not confined to industry alone. It is equally useful and necessary in government, armed forces, sports organisations and the like. It permeates all the functional areas, e.g., production, marketing, finance, research, etc. Each and every manager is involved with human resource function. In big organisations, there is generally a human resource department. But this department only provides expert staff, advice and assistance. The authority to take decision about people lies with the operating executives.

Human resource management is not something which can be turned over to a human resource department. It is the responsibility of each and every manager. When a human resource department is created, other managers are not relieved of this responsibility. This department only advises and assists line managers. According to Scott *et al.* "human resource management is a responsibility of all those who manage people as well as being a description of the work of those who are employed as specialists. It is that part of management which is concerned with people at work and with their relationships within an enterprise." Human resource management is a staff function but a line responsibility.

7. Continuous Function. Management of human resources is an ongoing or never-ending exercise rather than a 'one shot' function. In the words of Terry, "it cannot be turned on and off like water from a faucet; it cannot be practised only one hour each day or one day a week. Human resource management requires a constant alertness and awareness of human relations and their importance in everyday operations.

8. Future-oriented. Human resource management is concerned with helping an organisation achieve its objectives in the future by providing for competent and well-motivated employees.)

9. Challenging Function. Managing of human resources is a challenging job due to the dynamic nature of people. People have sentiments and emotions so they cannot be treated like machines. It is, therefore, necessary to handle them tactfully. It is not simply managing people but administering a social system.

10. Science as well as Art. HRM is a science as it contains an organised body of knowledge consisting of principles and techniques. It is also an art because it involves application of theoretical knowledge to the problems of human resources. In fact, handling people is one of the most creative art.

11. Staff Function. The function of human resource management is advisory in nature. Human resource managers do not manufacture or sell goods but they do contribute to the success and growth of an organisation by advising the operating departments on human resource matters. Like the director of a movie, their performance can be judged from the success of the total organisation.

12. Young Discipline. Human resource management is of comparatively recent origin. It started in the last part of the 19th century. It is relatively a new specialised area as compared to manufacturing and marketing.

13. Interdisciplinary. Human resource management involves application of knowledge drawn from several disciplines like sociology, anthropology, psychology, economics, etc. In order to deal with human problems effectively, a manager must depend upon such knowledge. In modern days, Human Resource Management has become a specialised job.

14. Nervous System. Human resource management is similar to the nervous system in the human body. The nervous system is not

an adjunct to the body but is inherent in the whole body and intimately associated with its every movement. Similarly, human resource management is not an extraneous element to the organisation structure. Rather it lies embedded in the structure, is inherent in its functioning and an integral part of the process of management itself. Human resource management cannot be separated from the basic management function.

15. Integral Part of Management Process.

HRM is an essential element of the process of management.

1.3 IMPORTANCE OF HRM

6/4/22
1. **Significance for an Enterprise.** Human resource management can help an enterprise in achieving its goals more efficiently and effectively in the following ways :

- (a) Attracting and retaining the required talent through effective human resource planning, recruitment, selection, placement, orientation, compensation and promotion policies.
- (b) Developing the necessary skills and right attitudes among the employees through training, development, performance appraisal, etc.
- (c) Securing willing cooperation of employees through motivation, participations, grievance handling, etc.
- (d) Utilising effectively the available human resources.
- (e) Ensuring that the enterprise will have in future a team of competent and dedicated employees.

2. **Professional Significance.** Effective management of human resource helps to improve the quality of work life. It permits team work among employees by providing a healthy working environment. It contributes to professional growth in the following ways :

- (a) Providing maximum opportunities for personal development of each employee.

(b) Maintaining healthy relationships among individuals, and different work groups.

(c) Allocating work properly.

3. **Social Significance.** Sound human resource management has a great significance for the society. It helps to enhance the dignity of labour in the following ways :

- (a) Providing suitable employment that provides social and psychological satisfaction to people.
- (b) Maintaining a balance between the jobs available and the jobseekers in terms of numbers, qualifications, needs and aptitudes.
- (c) Eliminating waste of human resources through conservation of physical and mental health.

4. **National Significance.** Human resource management plays a vital role in the development of a nation. The effective exploitation and utilisation of a nation's natural, physical and financial resources require an efficient and committed manpower. The level of development in a country depends primarily on the skills, attitudes and values of its human resources. Nations are underdeveloped because their people are underdeveloped. Effective management of human resources helps to speed up the process of economic growth which, in turn, leads to higher standards of living and fuller employment.

(Human resource management is the central subsystem of an organisation as can be seen from Fig. 1.1.)

As the central subsystem, HRM interacts closely and continuously with all other subsystems of an organisation. The quality of people in all subsystems depends largely upon the policies, programmes and practices of the HRM subsystem. The quality of human resources determines in turn the success of an organisation.

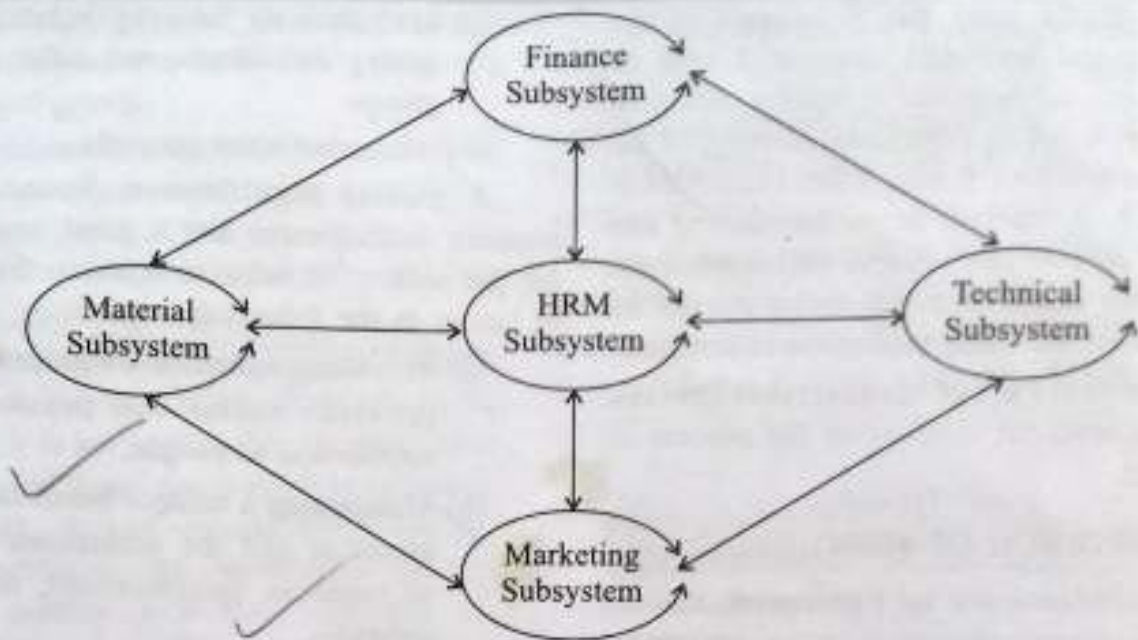


Fig. 1.1 : HRM as Central Subsystem in an Organisation

(According to Lawrence Appley, "management is the development of people, not the direction of things," Human resource management has become very significant in recent decades due to the following factors)

1. Increase in the size and complexity of organisations, e.g., a multinational corporation employing millions of persons, globalisation of business.
2. Rapid technological developments like automation, computerisation, etc.
3. Rise of professional and knowledgeable workers.
4. Increasing proportion of women in the workforce.
5. Growth of powerful nationwide trade unions.
6. Widening scope of legislation designed to protect the interests of the working class.
7. Revolution in information technology that might affect the work force.
8. Rapidly changing jobs and skills requiring long-term manpower planning.

9. Growing expectations of society from employers.

10. Rising costs and shortage of highly trained labour.

Human Resources as a Competitive Advantage

(As a result of globalisation and economic liberalisation competition has intensified. Now Indian firms face competition not only from one another but from foreign firms as well. In order to face global competition, a company must seek a competitive advantage from every possible source. Human resources can be turned into a competitive advantage by improving their knowledge, skills, motivation and morale. By developing, retaining and engaging talent a company can gain an advantage over its competitors.) Human resources are the most valuable assets because they utilise physical and financial assets and make them more productive.

(HR professionals can play a vital role in making human resources a competitive advantage. They are experts in the acquisition, development, retention and engagement of people. They can advise and assist management in solving people related problems and in

shaping human resources as a force that can face any challenge.

(People are the biggest determinant of a company's fortune. In the words of Narayan Murthy "our greatest assets (people) walk out the door every single night and walk back next morning." HRM is the backbone of any organisation. Its role is critical as it leverages an organisation's human capital through people and new technologies.)

1.4 FUNCTIONS OF HUMAN RESOURCE MANAGEMENT

14/19 Management of human resources consists of several inter-related functions. These functions are common to all organisations though every organisation may have its own human resource management programme. These functions of human resource management may broadly be classified into two categories, viz., (1) managerial functions, and (2) operating functions.

1.4.1 Managerial Functions

Managing people is the essence of being a manager. (Like other managers, a human resource manager performs the functions of planning, organising, directing and controlling.)

1. Planning. Planning is the process of deciding the goals and formulating policies and programmes to achieve the goals. (In the area of human resource management, planning involves deciding (human resources goals, formulating human resource policies and programmes, preparing the human resource budget, etc.)

2. Organising. In order to implement the plans, a sound organisation structure is required. (Organising is the process of allocating tasks among the members of the group, establishing authority-responsibility relationships among them and integrating their activities towards the common objectives. In this way, a structure of relationship among jobs, personnel and physical factors is developed.)

3. Directing. Directing is the process of motivating, activating, leading and supervising people. Directing includes all those activities by which a manager influences the actions of subordinates. (Directing also helps in building sound individual and human relations in the organisation.

4. Controlling. It implies checking, verifying and regulating to ensure that everything occurs in conformity with the plans adopted and the instructions issued. (Controlling the management of human resources involves auditing training programmes, analysing labour turnover records, directing morale surveys, conducting separation interviews and such other means.

1.4.2 Operative Functions

The operative or service functions of human resource management are concerned with specific activities of procuring, developing, compensating and maintaining an efficient work force.

1. Procurement Function. It is concerned with securing and employing the right kind and proper number of people required to accomplish the organisational objectives. It consists of the following activities :

(a) Job Analysis. It is the process of studying in detail the operations and responsibilities involved in a job so as to identify the nature and level of human resources required to perform the job effectively. Job descriptions and job specifications are prepared with the help of information provided by job analysis.

(b) Human Resource Planning. It is the process of estimating the present and future manpower requirements of the organisation, preparing inventory of present manpower and formulating action programmes to bridge the gaps in manpower.

(c) **Recruitment.** It is the process of searching for required human resource and stimulating them to apply for jobs in the organisation.

(d) **Selection.** It implies judging the suitability of different candidates for jobs in the organisation and choosing the most appropriate people.

(e) **Placement.** It means assigning suitable jobs to the selected candidates so as to match employee qualifications with job requirements.

(f) **Induction or Orientation.** It involves familiarising the new employees with the company, the work environment and the existing employees so that the new people feel at home and can start work confidently.

2. Development Function. Human resource development is the process of improving the knowledge, skills, aptitudes and values of employees so that they can perform the present and future jobs more effectively. This function comprises the following activities.

(a) **Performance and Potential Appraisal.** It implies systematic evaluation of employees with respect to their performance on the job and their potential for development.

(b) **Training.** It is the process by which employees learn knowledge, skills and attitudes to further organisational and personal goals.

(c) **Executive Development.** It is the process of developing managerial talent through appropriate programmes.

(d) **Career Planning and Development.** It involves planning the career of employees and implementing career plans so as to fulfil the career aspirations of people.

3. Compensation Function. It refers to providing equitable and fair remuneration to

employees for their contribution to the attainment of organisational objectives. It consists of the following activities.

(a) **Job Evaluation.** It is the process of determining the relative worth of a job.

(b) **Wage and Salary Administration.** It implies developing and operating a suitable wage and salary programme.

(c) **Bonus.** It involves payment of bonus under the Payment of Bonus Act, 1965 as well as non-statutory bonus and other incentives.

4. Integration Function. It is the process of reconciling the goals of the organisation with those of its members. Integration involves motivating employees through various financial and non-financial incentives, providing job satisfaction, handling employees grievances through formal grievance procedures collective bargaining, workers' participation in management, conflict resolution, developing sound human relations, employee counselling, improving quality of work life, etc.)

5. Maintenance Function. It is concerned with protecting and promoting the physical and mental health of employees. (For this purpose, several types of fringe benefits such as housing, medical aid, educational facilities, etc. are provided to employees. Social security measures like provident fund, pension, gratuity, maternity benefits, injury/disablement allowance, group insurance, etc. are also arranged. Health, safety and welfare measures are designed to preserve the human resources of the organisation.)

Human resource records and research are also important elements of the maintenance function. Fig. 1.2 shows the various functions of human resource management.

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Functions of Human Resource Management

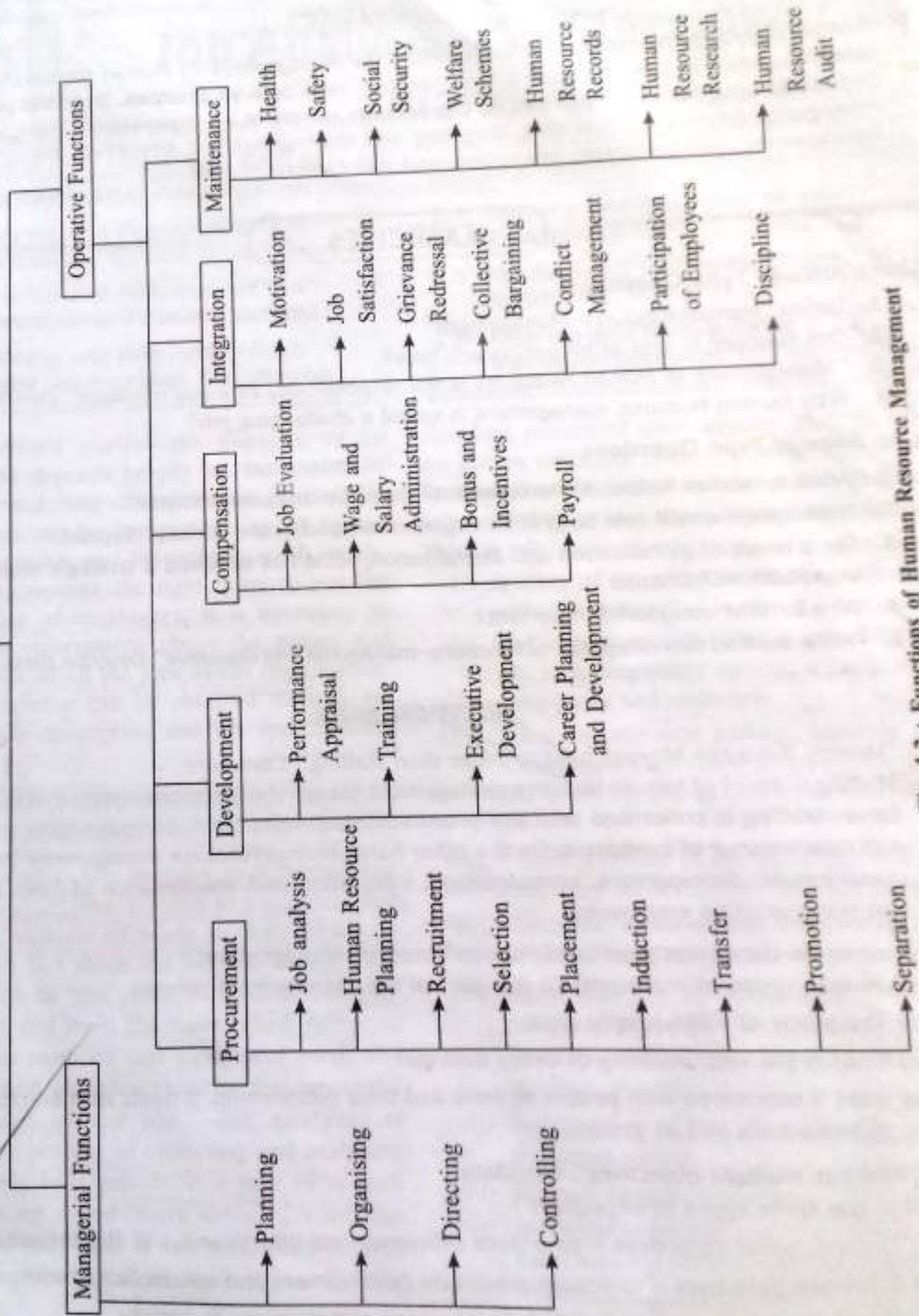


Fig. 1.2 : Functions of Human Resource Management

SUMMARY

Human Resource Management (HRM) means the management of human resources. It is a comprehensive, people oriented, action oriented, development oriented, pervasive, ongoing and challenging function. It serves as the nervous system of an organisation. HRM, involves managerial (planning, organising, directing and controlling) and operative (procurement, development, compensation, integration, and maintenance) functions.

EXERCISES**Short Answer Type Questions**

1. Define 'Human Resource Management'.
2. "HR function is said to be pervasive". How?
3. "Management of human resources is the responsibility of every manager." Comment.
4. Why human resource management is called a challenging job?

Long Answer Type Questions

1. What is Human Resource Management? Describe its characteristics.
2. "HRM plays a vital role both in an organisation and in the society." Explain.
3. "As a result of globalisation and liberalisation, HRM has acquired a strategic importance in organisations." Discuss.
4. Why is HRM considered important?
5. "HRM involves two categories of functions—managerial and operative". Describe these functions.

QUESTION BANK

1. "Human Resource Management is wider than staffing." Comment.

Ans. Staffing is a part of human resource management though the functions involved in both are the same. Staffing is concerned with the procurement, development, compensation, integration, and maintenance of executives. On the other hand, human resource management involves the procurement, development, compensation, integration and maintenance of both executives and non-executive employees.

2. Enumerate the characteristics of Human Resource Management.

Ans. (i) Human resource management is a part of the management process.

(ii) The scope of HRM is very wide.

(iii) HRM is the responsibility of every manager.

(iv) HRM is concerned with people at work and their relationship. It deals with employees both as individuals and as groups.

3. "HRM has multiple objectives". Elucidate.

Ans. HRM has three types of objectives :

- (i) Organisational objectives – to ensure efficiency and effectiveness of the organisation.
- (ii) Employee objectives – to ensure maximum development and satisfaction of every employee.
- (iii) Social objectives – to ensure industrial peace and progress in society.

2

Job Analysis and Manpower Planning

Chapter Outline

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|--|--|
| 2.1 Meaning and Relevance of Job Analysis | 2.4 Meaning and Relevance of Job Enlargement |
| 2.2 Meaning and Relevance of Job Description or Position Description | 2.5 Meaning and Relevance of Job Enrichment |
| 2.3 Meaning and Relevance of Job Specification or Man Specification | 2.6 Meaning and Relevance of Manpower Estimation |

As stated earlier the success of an organisation depends largely on the quality of its people and their effective management. No organisation can be successful without having the right number and the right type of people. In order to procure the right quantity and the right quality of employees, it is necessary to obtain full information about the nature and requirements of all the jobs in the organisation. Such information can be obtained through job analysis, job description and job specification, etc.

2.1 MEANING AND RELEVANCE OF JOB ANALYSIS *qualification*

Meaning : Job analysis is a formal and detailed study of jobs. It refers to a scientific and systematic analysis of a job in order to obtain all pertinent fact about the job. (Job analysis has been defined as "the process of determining by observation and study the tasks, which comprise the job, the methods and equipment used, and the skills and attitudes required for successful performance of the job." Job analysis is essentially a process of collecting and analysing data relating to a job. It is a part of overall work planning called 'work design') A job can be analysed only after it has been designed and someone is already performing it. Job analysis is,

therefore, performed upon ongoing jobs. As jobs are always subject to change, a job analysis may become obsolete within a short period of time. Job analysis provides the following information about a job :

- (i) Identity of the job in terms of its title and code number.
- (ii) The operations and tasks involved in the job including their timing, significance, complexity and sequence.
- (iii) Location, physical setting, hazards and discomforts, supervision given and received and other significant characteristics of the job.
- (iv) Duties involved in the job along with the frequency of occurrence of each duty.
- (v) Materials, methods and equipments used in performing the job.
- (vi) How the job is performed, i.e., the nature of operations like clearing, lifting, handling, drilling, feeding, driving, guiding, assembling, etc.
- (vii) Relationship of the job with other jobs in the organisation.
- (viii) Human resource attributes required for performing the job, e.g., physical strength, education, mental skills, attitudes, experience, training, etc.

Relevance : Job analysis is essential for effective management of human resources. Its main uses are as follows :

1. **Organisational Design.** Job analysis is useful in classifying jobs and interrelationship among them. Responsibility commensurate with authority and accountability for various jobs can be specified so as to minimise duplication or overlapping. (In order to improve organisational efficiency, sound decisions concerning hierarchical positions and functional differentiation can be taken on the basis of information obtained through job analysis.)
2. **Human Resource Planning.** Job analysis provides useful information for forecasting manpower requirements in terms of knowledge and skills. It also helps in planning for promotions and transfers by indicating lateral and vertical relationships between different jobs. Job analysis helps in determining quality of human resources required in an organisation. It also facilitates division of work. Therefore, job analysis is an essential element of effective human resource planning.
3. **Recruitment and Selection.** Information relating to the tasks, responsibilities, knowledge and skills serves as a realistic basis for hiring people. Job vacancy is advertised on the basis of job description and job specification. Job analysis provides understanding of what an employee is expected to do on the job. Such understanding serves as the basis for meaningful forecast of job performance. Selection methods are based upon such forecasts.)
4. **Placement and Orientation.** A clear understanding of job requirements helps in matching these requirements with the abilities, interests and aptitudes of people. (Each job can be assigned to the person who is best suited for it. Similarly, the orientation programme can be geared towards helping the employee learn the activities, tasks and duties that are required to perform a given job more effectively.)
5. **Training and Development.** Job analysis provides valuable information required to identify training needs, to design training programmes and to evaluate training effectiveness. A clear idea of what is required on a job helps in deciding what is to be learnt and how. Similarly, employee development programmes such as job rotation, job enlargement and job enrichment are based on analysis of job requirements.
6. **Performance Appraisal.** Job analysis helps in determining performance standards in critical parts of a job. Employee performance can then be evaluated against known standards and critical activities. The superior can compare actual performance with the standards set with the help of job analysis.
7. **Career Path Planning.** Job analysis provides a clear idea of opportunities in terms of career paths and jobs available in the organisation. With the help of such understanding employees and the organisation both can make efforts for career planning and career development.
8. **Job Design.** With the help of knowledge about job requirements, improvements in work design and work methods can be made to improve productivity and job satisfaction. This takes two forms, namely industrial engineering and human engineering. The former is concerned with measurement, simplification and improvement of work so as to improve efficiency and reduce costs. The latter involves redesigning jobs to match the physical and psychological capabilities of employees.
9. **Job Evaluation.** Job analysis serves as the basis for determining the relative worth of different jobs. It, therefore, helps in developing appropriate wage and salary structures, with internal pay equity between jobs.
10. **Labour Relations.** Information obtained through job analysis is helpful to both management and trade unions for collective bargaining. It can also be used to resolve disputes and grievances relating to workload, work procedures, etc.
11. **Employee Counselling.** Job analysis provides information about career choices and personnel limitations. Such information is

helpful in vocational guidance and rehabilitation counselling. Employees who are unable to cope with the hazards and demands of given jobs may be advised to opt for subsidiary jobs or to seek premature retirement.

12. Health and Safety. Job analysis reveals unhealthy and hazardous environmental and operational conditions in various jobs. Heat, noise, dust, fumes, etc. are examples of such conditions. On the basis of such information, management can develop measures to ensure the health and safety of employees.

Thus, job analysis provides information which is useful almost in all the operative functions of human resource management.

2.2 MEANING AND RELEVANCE OF JOB DESCRIPTION OR POSITION DESCRIPTION

Meaning : The data collected through job analysis provides the basis for preparing job descriptions and job specifications. Job description is a functional description of what the job entails. It is descriptive in nature and defines the purpose and scope of a job. Job description is a written record of the appropriate and authorised contents of a job. It is a factual and organised statement describing the job in terms of its title, location, tasks, duties, responsibilities, working conditions, hazards and relationship with other jobs. It tells us what is to be done, how it is to be done and why. The main object of a job description is to differentiate it from other jobs and to set out its outer limits. Job description is an important document as it helps to identify the job and gives a clear idea of what the job is.

2.2.1 Relevance of Job Description

Job description is helpful in the following areas of human resource management :

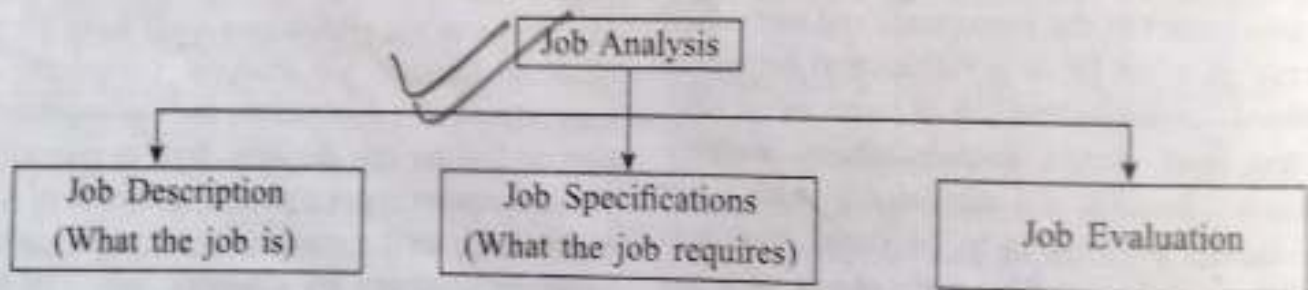
- (i) Job grading and classification.
- (ii) Placement of new employees on a job.
- (iii) Orientation of new employees towards basic duties and responsibilities.
- (iv) Promotions and transfers.
- (v) Defining and outlining career paths.

- (vi) Redressal of grievances relating to duties and responsibilities.
- (vii) Investigating accidents.
- (viii) Locating faulty work procedures and duplication of papers.
- (ix) Work measurement and work improvement.
- (x) Defining the limits of authority.
- (xi) Health and fatigue studies.
- (xii) Developing performance standards.
- (xiii) Establishing a common understanding of a job between management and workers.
- (xiv) Determining jobs for occupational therapy.
- (xv) Employee counselling and vocational guidance.
- (xvi) Organisational change and development.
- (xvii) Framing questions to be asked in the selection interview.

Some enterprises prepare more than one job description for each job. A brief version is used in hiring employees while a detailed version is used in training and evaluating a job. The job analyst first prepares the preliminary draft from the data obtained through job analysis. Comments and suggestions of the jobholder and the superior are obtained. After this the final draft is prepared. A job description is not a perfect reflection of a job. Moreover, jobs are modified when work patterns in the organisation are changed. Jobs tend to be dynamic not static. Therefore, job description can quickly become outdated. It is necessary to make a job description as accurate as possible. The concerned parties should record appropriate information depending on its uses. They should also agree that a job description fairly reflects the job. Some degree of subjectivity enters into job description. Job description reduces flexibility and it has been criticised on the ground that a job is largely what the jobholder makes it to be. Job descriptions once prepared are periodically reviewed and updated in the light of changing conditions and shortcomings revealed.

Table 2.1 : Specimen of Job Description

<i>Job Title</i>	Manager, wage and salary administration.
<i>Code Number</i>	HR/1705
<i>Department</i>	Human Resources Division.
<i>Job Summary</i>	Responsible for company wage and salary programmes, job analysis, job evaluation, wage surveys and benefits administration.
<i>Job Duties</i>	<ul style="list-style-type: none"> (i) Supervises job analysis studies and approves final form of descriptions. (ii) Develops, executes and monitors job evaluation procedures in cooperation with operating managers. (iii) Acts as chairman of the company-wide job evaluation committee. (iv) Conducts periodic wage and salary surveys in the community and industry. (v) Administers the company's fringe benefits programme. Recommends changes in and additions to existing benefits.
<i>Working conditions</i>	Normal working conditions. Eight hours per day. Five days a week.
<i>Supervision</i>	Reports to the Director, Human Resources and exercises supervision on officers in the wage and salary department in the Human Resource Division of the company.
<i>Relationships</i>	<ul style="list-style-type: none"> (a) With equivalent levels of management in other departments. (b) Maintains social and official contacts with local officials.

**Fig. 2.1 : Job Analysis Components****Table 2.2 : Distinction between Job Analysis and Job Description**

Basis of Distinction		Job analysis	Job Description
1.	Meaning	A formal and detailed study of a job	A statement describing the nature and contents of a job
2.	Purpose	To serve as the basis for various HR functions	To guide placement, orientation, training, etc. of employees
3.	Nature	A process	A statement
4.	Sequence	Carried out before a job description is prepared	Prepared after job analysis

2.3 MEANING AND RELEVANCE OF JOB SPECIFICATION OR MAN SPECIFICATION

12/4/19

Job specification or man specification or employee specification is a statement of the minimum acceptable human qualities required for the proper performance of a job. It is a written record of the physical, mental, social, psychological, and behavioural characteristics which a person should possess in order to perform the job effectively. *Physical characteristics* include height, weight, chest, vision, hearing, health, age, voice, poise, hand and foot coordination, etc. *Mental characteristics* consist of general intelligence, memory,

judgement, ability to concentrate, foresight, etc. *Social and psychological characteristics* comprise emotional stability, flexibility, personal appearance, pleasing manners, initiative drive, conversational ability, etc. Other *personal characteristics* include sex, education, family background, job experience, extra-curricular activities, hobbies, etc. All these traits may be classified into three categories:

- (a) Essential attributes which a person must possess.
- (b) Desirable attributes which a person ought to possess.
- (c) Contra-indicators which will become a handicap to successful job performance.

Table 2.3 : Distinction between Job Description and Job Specification

Basis of Distinction		Job Description	Job Specification
1.	Meaning	A written statement of the contents of a job	A written statement of the qualities required for performing a job
2.	Contents	Title, duties, working conditions, supervision, relationships involved in a job	Education, training, experience, aptitude, etc. required for a particular job
3.	Purpose	To identify, define and describe a job	To facilitate recruitment, selection training, etc. of people for the job
4.	Sequence	Prepared before job specification	Prepared after job description

Relevance : Job specification tells what kind of a person is required for a given job. It serves as a guide in the recruitment and selection processes. It is also helpful in training and appraisal of employees. Job specification is criticised on the ground that it involves a great deal of subjectivity. It is restrictive in nature as it restricts the development of an individual in

the job. Organisations generally tend to specify relatively high requirements for formal education and training with the result that highly qualified personnel end up doing routine jobs. Despite these problems, it is necessary to specify for every job the minimum acceptable human qualities. A specimen job specification is given below :

Table 2.4 : Job Specification of Compensation Manager

- Position Title :* Manager, wage and administration.
- Department :* Human Resource Division.
- Education and Training :*
- (a) A good bachelor degree with at least 50 per cent marks.
 - (b) MBA with specialisation in HRM/MA Social Work/Diploma in HRM or other equivalent qualification.
 - (c) A degree or diploma in labour law will be an additional desirable qualification.

Experience :	At least five years' experience in a similar position in a large organisation of repute.
Age :	Preferably above 30 years and below 45 years.
Other Attributes :	<ul style="list-style-type: none"> (a) Good health (b) Pleasing manners (c) Fluency in speaking and writing (d) Analytical and decision-making skills (e) Ability to work long hours (f) Innovative approach (g) Good knowledge of computer applications.

2.4 MEANING AND RELEVANCE OF JOB ENLARGEMENT increase/growth

Meaning : Job Enlargement is the process of increasing the scope of a job by adding more tasks to it. The related tasks are combined. The widened and more complex job is expected to satisfy the higher order needs of employees. Due to variety of tasks, an employee gets the opportunity to make greater use of his mind and skill. In the words of Strauss and Sayles, "It implies that, instead of assigning one man to each job, a group of men can be assigned to a group of jobs and then allowed to decide for themselves how to organise the work. Such changes permit more social contacts and greater control over the work process." For example, in a company there are three groups of sales persons for three different sales functions namely booking orders, delivering the product and providing after-sales service. Under job enlargement, all the groups are merged together so that every salesperson performs all the three functions.

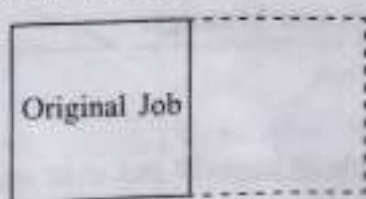


Fig. 2.2 : Job Enlargement

Relevance : Job enlargement reduces monotony and boredom by providing the

employee a more complete or whole job to do. (It helps to increase interest in work and efficiency. It is also a method of training and developing more versatile employees. But it does not increase the depth of a job. Enlarged jobs require longer training period as there are more tasks to be learned.)

2.5 MEANING AND RELEVANCE OF JOB ENRICHMENT

Meaning : Job Enrichment involves designing a job in such a way that it provides the worker greater autonomy for planning and controlling his own performance. It is based on the assumption that in order to motivate employees, the job itself must provide opportunities for achievement, recognition, responsibility, advancement and growth. Through job enrichment, a job is made more interesting and challenging thereby removing the functions of narrow specialisation. An employee whose job is enriched will perform the management functions of planning and control so far as his own work is concerned.

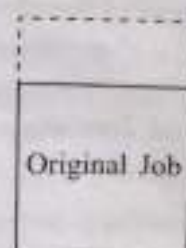


Fig. 2.3 : Job Enrichment

Table 2.5 : Distinction between Job Enlargement and Job Enrichment

Basis of Distinction		Job Enlargement	Job Enrichment
1.	Nature	It involves expansion or horizontal loading of a job.	It involves vertical loading of job.
2.	Contents	Under it more tasks of a similar nature are added to the job.	Under it quality of the job is improved.
3.	Purpose	Its purpose is to reduce monotony in performing repetitive jobs by lengthening the operating cycle.	Its purpose is to make the job more challenging and satisfying.
4.	Skills Required	It may not require acquisition of high level skills on the part of job holders.	It requires acquisition of higher level skills on the part of job holders.
5.	Direction and Control	It does not reduce the need for direction and control by the superior.	It reduces the need for direction and control by the superior as the jobholder uses self-direction and control.

Job enrichment needs to be differentiated from job enlargement. Job enlargement involves a horizontal loading of the job by adding a variety of operations which the jobholder will perform. On the other hand, job enrichment consists of a vertical loading of the job so that the jobholder himself controls the planning and execution of his job. In job enlargement, employees are given

more work at the same level of responsibility. Jobs are restructured so that they become more meaningful interesting and challenging. Controls are reduced to provide greater freedom of action and to increase accountability. For instance, an employee may be assigned total responsibility for a complete job. Job enrichment involves grouping together jobs at different levels.

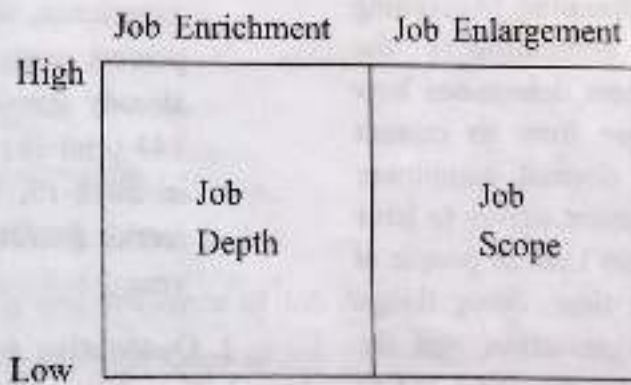


Fig. 2.4 : Comparison of Job Enrichment and Job Enlargement

Steps in Job Enrichment

The process of job enrichment consists of the following steps :

- (i) Selecting jobs which are amenable to job enrichment.
- (ii) Identifying the changes that may enrich the selected jobs.

- (iii) Changing the contents of a job so as to provide self-control, responsibility, achievement and advancement. This can be done by forming natural work groups, combining tasks and opening feedback channels.

- (iv) Training, guiding and encouraging employees, whenever necessary.
- (v) Integrating the enriched jobs into the daily work routine of the organisation.

Relevance : Job enrichment provides the following benefits :

- (i) It makes the job interesting thereby reducing monotony and boredom for the jobholder.
- (ii) It provides job satisfaction to the jobholder by making the job challenging.
- (iii) It helps to reduce employee absenteeism and employee turnover.
- (iv) It improves motivation of jobholder through opportunity for advancement and growth in career.
- (v) It helps to increase quantity and quality of job performance.

2.6 MEANING AND RELEVANCE OF MANPOWER ESTIMATION

Meaning : Before starting recruiting or hiring employees, a company must estimate the number of employees and the quality of employees, it will need during a future time period. Such estimation is called manpower estimation or **manpower planning**. According to Eric Vetter, manpower estimation is "the process by which management determines how an organisation should move from its current manpower position to its desired manpower position. Through it management strives to have the right number and the right kind of people at the right place, at the right time, doing things which result in both the organisation, and the individual receiving maximum long range benefit." There are two dimensions of manpower estimation - quantitative, and qualitative.)

1. Quantitative Aspect. This aspect of manpower estimation involves estimating the number of employees required in a future time period. In order to estimate the quantity of required manpower, workload analysis and work force analysis are done.)

(a) **Workload Analysis :** Under workload analysis, the workload of each department is estimated. The total workload divided by workload per employee will yield the number of employees needed in the department. Suppose, a factory decides to produce 50,000 cars during 2018-2019. Standard man hours needed to produce one car are 10. Total man hours will be $50,000 \times 10 = 5,00,000$. Man hours available per worker are 2500 per year. The factory will require $\frac{5,00,000}{2500} = 200$ workers during 2018-2019.

(b) **Work Force Analysis :** All the existing workers in the factory are not likely to be available during 2018-2019. Some of the current workforce or manpower will be lost due to retirement, resignation, promotion, etc. In order to estimate the loss of current workforce, workforce analysis is done. The work history of each of the existing workers in the factory is prepared. On the basis of past experience, the loss of manpower is 10 percent every year. If 160 workers are already employed in the factory only 144 (160-16) workers will be available in 2018-19. The factory will have to recruit 56 (200-144) new workers next year.

2. Qualitative Aspect. The estimate of the knowledge, skills, experience, etc. of required manpower is the qualitative aspect of manpower estimation. The quality of manpower can be judged on the basis of job analysis and job specification or man specification.

Relevance : Manpower estimation or manpower planning is relevant and helpful in the following ways :

- (i) It helps to ensure that the organisation has the required number and required quality of manpower to fill all the job vacancies. Otherwise, it cannot achieve its goals.
- (ii) It helps to avoid excess and shortage of employees for various jobs.
- (iii) It facilitates expansion and growth of the enterprise.
- (iv) It leads to better utilisation of manpower and reduces wastage of manpower.
- (v) It is useful in anticipating and controlling costs of manpower.
- (vi) It helps in planning for physical facilities like staff quarters, canteen, office furniture and equipment, etc.

SUMMARY

Job analysis is a formal and detailed study of a job to obtain all the pertinent facts about the job. It is useful in all functions of human resource management. Job description is a summary of the contents of a job. It is useful in understanding and improving the job. Job specification or man specification is a summary of the qualifications the jobholder must possess. Job enlargement is increasing the scope of a job by adding more elements or tasks to it. Job enrichment means increasing the autonomy and responsibility so that the job becomes more interesting and challenging. Manpower estimation is the process of estimating the quantity and quality of manpower needed during a future time period. Workload analysis and workforce analysis are used to estimate the quantity of required manpower. Job analysis, job description and job specification are helpful in estimating the quality of required manpower.

EXERCISES

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Short Answer Type Questions

1. Define Job Analysis.
2. Define Job Description.
3. Define Job specification.
4. Define Manpower Estimation.

Long Answer Type Questions

1. Explain the meaning and relevance of Job Analysis.
2. Discuss the meaning and relevance of Job Description.
3. Explain the meaning and Relevance of Job specification.
4. Discuss the meaning and Relevance of Job Enlargement.
5. Explain the meaning and Relevance of Job Enrichment.
6. Distinguish between :
 - (a) Job Description and Job specification
 - (b) Job Enlargement and Job Enrichment
7. What is Manpower Estimation? Explain its quantitative and qualitative aspects.