

## Management Scope in Different Areas

### ▶ Introduction to HRD (Human Resource Development)

Today, human resources are the most important asset of an organisation. An organization's success largely depends upon its employees.

HRD provides many opportunities to employees like training, performance appraisal, career planning, etc.

Definition of HRD → It is the part of human resource management that specially deals with training & development of the employees in the organization.

#### Objectives of HRD :

- 1) To improve the manpower skill, knowledge & abilities.
- 2) To ensure all round growth of employees.
- 3) To make utilization of manpower by employing right man to right job at the right time.
- 4) To give rewards to employee's contribution.
- 5) To make employee's willing to accept the change.
- 6) To provide training to the managers.
- 7) " " opportunities for employee's career development.
- 8) To increase the morale of workers.

## ► Recruitment

- Recruitment is the process of searching the candidates for employment & stimulating them to apply for jobs in organisation.
- The process begins when new recruits are sought & ends when their applications are submitted.

### Recruitment Process

A general recruitment process is as follows:

- 1) Identify vacancy
- 2) Prepare job description & person identification
- 3) Advertising the vacancy.
- 4) Managing the response
- 5) Short listing
- 6) Arrange interviews
- 7) Conducting interview & decision making

## ► Selection

- It is the process of selecting a right type of candidate out of all the candidates who have applied for the job after fulfilling the requisite qualifications.
- During selection procedure, a candidate has to pass through a no. of stages, tests, interviews etc.
- After selection a job is offered with some conditions.

- a) **Critical incident method-**
- The manager writes down positive and negative performance behaviour of employees throughout the performance period.
  - For Ex. on the same date the sales assistant patiently attends the customers complaining and he solves problems politely (example of a good critical incident)
  - on the very same day if the assistant fails to answer the store manager's call and he stayed more than his given break on the busiest part of the day. ( (example of a bad critical incident)
- b) **Weighted Checklist Method**
- A checklist represents the employee and his behaviour.
  - under this the value of each question weights equally.
  - example-does the employee respect his superiors? yes/no  
does he makes mistakes usually? yes/no
- c) **Essay Evaluation Method**
- the manager is asked to write an essay on the employee expressing strong and weak points of the employee's behaviour.
  - For ex.-potential of the employee, employee's relationship with co-workers, attitude of employee, employee understanding the company policies etc.
- d) **Graphic Rating Scale Method-**
- Oldest method.
  - A printed form is used to evaluate the performance of an employee
  - A variety of traits are given in this form-most common are quantity and quality of work.
- e) **Confidential Report-**
- Is mostly used in government organizations.
  - At the end of year , a report is prepared by the superior.
  - it highlights the strength and weaknesses of the subordinate.
- f) **Performance Ranking Method-**
- To assess the working performance of employees from the highest to lowest level.
  - In this manager makes comparison of an employee with the others.
- g) **Management by objectives-**
- Manager of employees set a list of objectives to check the performance.
  - it is based on the results achieved but not on the ways how the employee achieved it.
- h) **360° Performance Appraisal-**
- Modern method of performance appraisal.
  - It is not based on the views of superior but also his sub-ordinates, co-workers ,etc.
  - Views regarding the employee are taken from his peer-groups, superiors, sub-ordinates.
- i) **Behavioural Observation Scale**
- to access the performance of workers during their working time on a regular basis.
  - mostly common in factories.

## **JUST- IN- TIME (JIT)**

- It is Japanese Management Philosophy practiced since the early 1970s in many Japanese Manufacturing organization.
- It was first developed within the Toyota manufacturing plants by **Taiichi Ohno**
- It is a philosophy rather than a technique-by eliminating all wastes and seeking continuous improvement.
- It is a means of meeting consumer demands with minimum delays.
- Toyota realized this is only successful -
  - i. if every individual is involved and committed to it.
  - ii. if the plant and processes were arranged for maximum output and efficiency.
  - iii. if quality and production programs were scheduled to meet demands exactly.
- The Japanese work ethics involves-
  - 1) workers are highly motivated to seek constant improvement.
  - 2) Companies focus on group effort which involves combining of talents and sharing knowledge, ideas and the achievement of a common goal.
  - 3) it is not unusual for a Japanese employee to work 14-hours a day.
  - 4) Employees tend to remain with one company throughout the course of career span.

## Assignment - 2

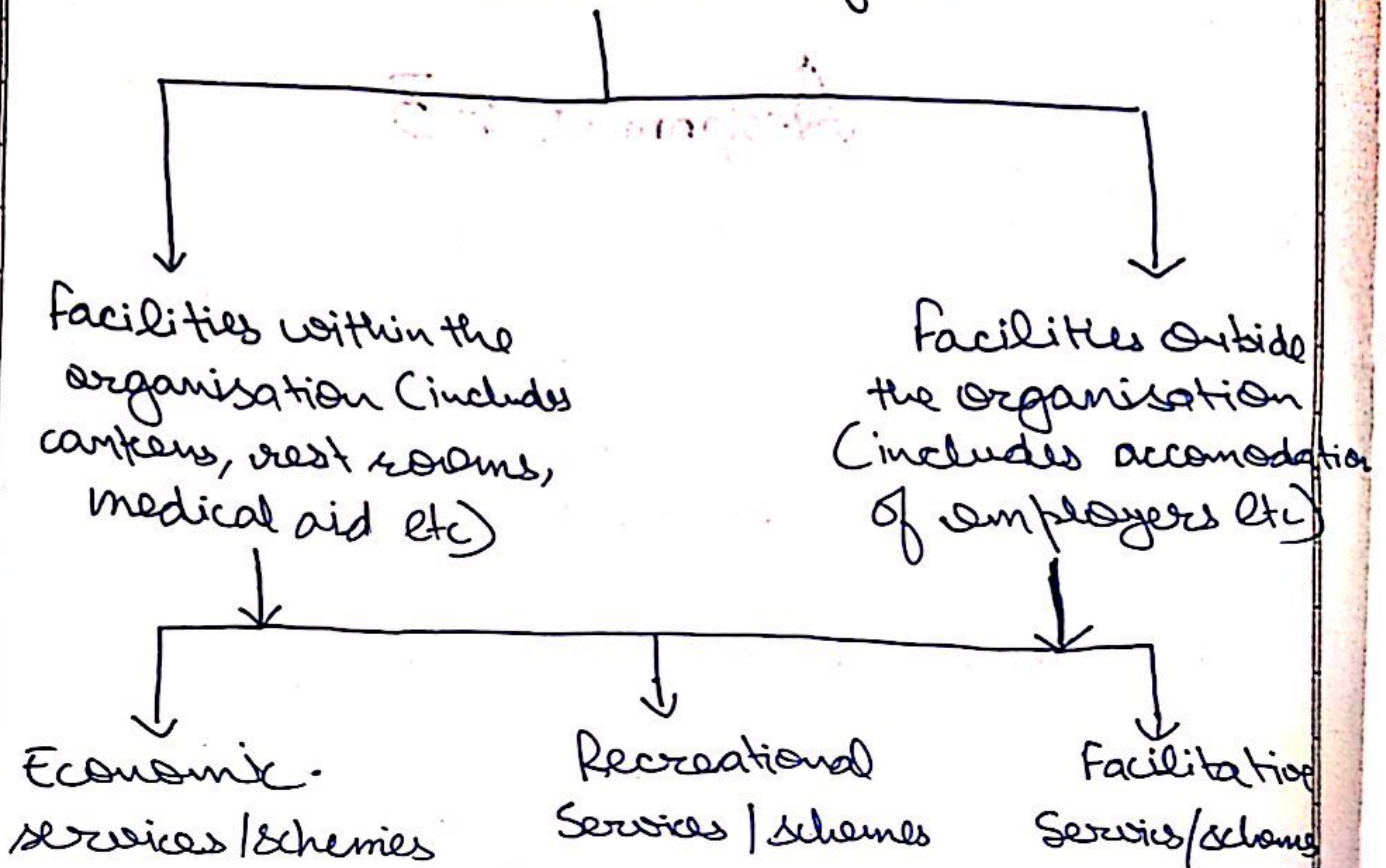
Q. What do you mean by work culture?  
Explain its importance?

Ans. Work culture of an organisation includes the organisation value, its vision, working language system, symbols, beliefs and habits. It is the collective behaviour of the organisation.

⇒ Importance of healthy work culture :-

- \* A healthy work culture leads to satisfied employees and an increased productivity.
- \* Employees must be cordial with each other, must respect his/her fellow workers.
- \* Each employee should be treated as one and all leads to demotivated employees and eventually an unhealthy work culture.

# Labour Welfare Schemes



## (a) Economic Services/schemes

- (i) Pension programmes
- (ii) Family pension scheme
- (iii) Premium life insurance schemes
- (iv) Help employees to start cooperative credit societies by opening stores to provide consequences good at no profit no loss basis)