

**DARBHANGA COLLEGE OF ENGINEERING
DARBHANGA**



**PowerPoint presentation
&
Notes on**

**PERSONNEL MANAGEMENT AND INDUSTRIAL
RELATIONS
(SEM VIII-EEE)**

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ELECTRICAL & ELECTRONICS ENGINEERING

CONTENTS

1 SCOPE AND OBJECTIVES OF THE COURSE

2.REFERENCES

3 .POWERPOINT PRESENTATION

4.NOTES

3.QUESTION BANK

1. Scope and Objectives of the Course

This course is design to impart the basic and theoretical concept in the field of Industrial Relations and Personnel Management. The course work provide theoretical knowledge to the student to develop their mind, self-confidence, innovativeness and self-reliance in designing, implementing and controlling human resource and industrial relations policies and practices. Course provides basic knowledge and skills needed for the understanding and analyzing the problems related to the management of people at work in industrial, commercial, public and other human organizations. The course is suitable to equip student with analytical skills needed for recognizing, defining and solving problem as well as to develop leadership and interpersonal relation skills in managing people.

The main objectives of the course work are:

1. To introduce the basic concepts, functions and processes of Personnel Management.
2. To create an awareness of the role, function and functioning of personnel management in industrial organization.
3. To build awareness of certain important and critical issues in Industrial Relations.
4. To develop an understanding of interaction pattern among labor, management and the organization.

2.REFERENCES

2. Textbooks

TB1: 'Personal Management' by C.B. Mamoria & V. S. P. Rao- Himalaya Publishing House.

TB2: 'Personal Management & Industrial Relations' by P.C.Tripathi-S.chand & Sons.

3. Reference Books

RB1: 'Industrial relation, Trade Union & Labour Relation' by G.P.Sinha & PRN Sinha, Pearson.

PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS

Powerpoint Presentation

Learning Objectives

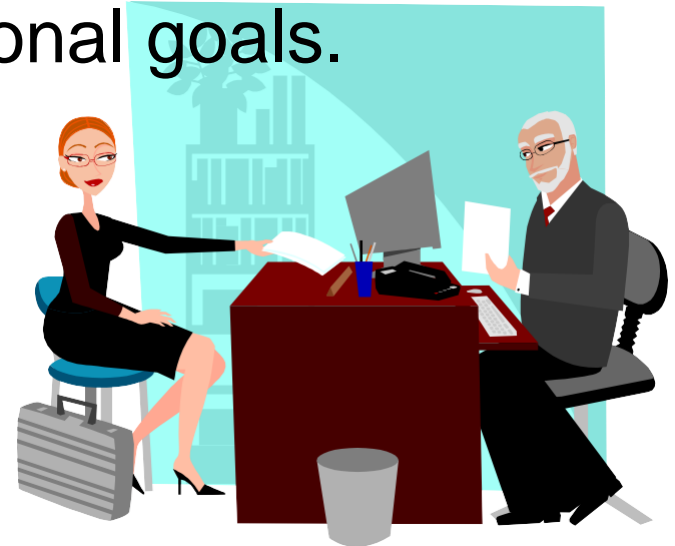
- 1.Explain why a strategic human resource management can help an organization gain a competitive advantage.
- 2.Describe the steps managers take to recruit and select organizational members.
- 3.Discuss the training and development options that ensure organization members can effectively perform their jobs.

Learning Objectives

- Explain why performance appraisal and feedback is such a crucial activity, and list the choices managers must make in designing effective performance appraisal and feedback procedures.
- Explain the issues managers face in determining in determining levels of pay and benefits

Strategic Human Resource Management

- Human Resource Management (HRM)
- Activities that managers engage in to attract and retain employees and to ensure that they perform at a high level and contribute to the accomplishment of organizational goals.



Strategic Human Resource Management

- HRM activities
 - Recruitment and selection
 - Training and development
 - Performance appraisal and feedback
 - Pay and benefits
 - Labor relations

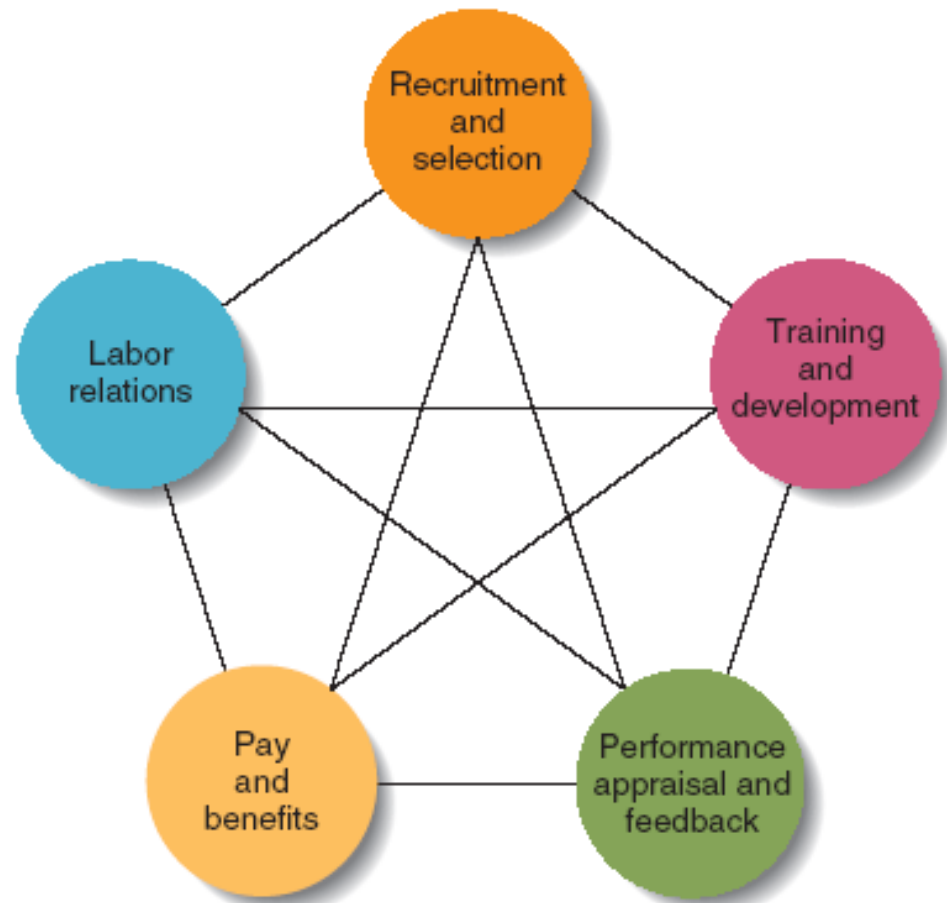
Strategic Human Resource Management

- Strategic Human Resource Management
The process by which managers design the components of a HRM system to be consistent with each other, with other elements of organizational architecture, and with the organization's strategy and goals.

Strategic Human Resource Management

- “Six Sigma” quality improvement plans ensure that an organization’s products and services are as free of errors or defects as possible through a variety of human resource-related initiatives

Components of a Human Resource Management System



Each component of an HRM system influences the others, and all five must fit together

Figure 12.1

HRM Components

- **Recruitment and Selection**

Used to attract and hire new employees who have the abilities, skills, and experiences that will help an organization achieve its goals.

HRM Components

- **Training and Development**

- Ensures that organizational members develop the skills and abilities that will enable them to perform their jobs effectively in the present and the future

- Changes in technology and the environment require that organizational members learn new techniques and ways of working

HRM Components

- **Performance Appraisal and Feedback**

- Provides managers with the information they need to make good human resources decisions about how to train, motivate, and reward organizational members

- Feedback from performance appraisal serves a developmental purpose for members of an organization

HRM Components

- **Pay and Benefits**

- Rewarding high performing organizational members with raises, bonuses and recognition.

- Increased pay provides additional incentive.

- Benefits, such as health insurance, reward membership in firm.

HRM Components

- **Labour relations**

Steps that managers take to develop and maintain good working relationships with the labor unions that may represent their employees' interests



The Legal Environment of HRM

- Equal Employment Opportunity (EEO)

- The equal right of all citizens to the opportunity to obtain employment regardless of their gender, age, race, country of origin, religion, or disabilities.

- Equal Employment Opportunity Commission (EEOC) enforces employment laws.

The Legal Environment of HRM

- Contemporary challenges for managers
 - How to eliminate sexual harassment
 - How to make accommodations for employees with disabilities
 - How to deal with employees who have substance abuse problems
 - How to manage HIV-positive employees and employees with AIDs

Recruitment and Selection

- **Recruitment**

- Activities that managers engage in to develop a pool of candidates for open positions.

Recruitment and Selection

- **Selection**

- The process that managers use to determine the relative qualifications of job applicants and their potential for performing well in a particular job.

The Recruitment and Selection System



Figure 12.2

Human Resource Planning

- **Human Resource Planning (HRP)**

Activities that managers engage in to forecast their current and future needs for human resources.



Human Resource Planning

- **Demand forecasts**

Estimates the qualifications and numbers of employees the firm will need given its goals strategies.

- **Supply forecasts**

Estimates the availability and qualifications of current employees now and in the future, as well as the supply of qualified workers in the external labor market.

Human Resource Planning

- **Outsourcing**

- Using outside suppliers and manufacturers to produce goods and services

- Using contract workers rather than hiring them.

- More flexible for the firm.

- Provides human capital at a lower cost.

Human Resource Planning

- **Problems with Outsourcing**

- Loss of control over output; outsource contractors are not committed to the firm.

- Unions are against outsourcing that has potential to eliminate member's jobs.

Job Analysis

- **Job Analysis**

- Identifying the tasks, duties and responsibilities that make up a job and the knowledge, skills, and abilities needed to perform the job.

- Should be done for each job in the organization.

Job Analysis

- **Job analysis methods**

- Observing what current workers do.

- Having workers and managers fill out questionnaires.



Recruitment

- **External Recruiting**

- Looking outside the organization for people who have not worked at the firm previously.

- Newspapers advertisements, open houses, on-campus recruiting, employee referrals, and through the Internet.

Recruitment

- Advantages of External Recruiting
 - Having access to a potentially large applicant pool
 - Being able to attract people who have the skills, knowledge, and abilities an organization needs
 - Bringing in newcomers who may have a fresh approach to problems and be up to date on the latest technology

Recruitment

- Disadvantages of External Recruiting

- Relatively high costs

- Candidates may lack knowledge about the inner workings of the organization

- May need to receive more training

- Uncertainty concerning whether they will actually be good performers

Recruitment

Internal Recruiting

- Managers turn to existing employees to fill open positions

- **Benefits of internal recruiting:**

- Internal applicants are already familiar with the organization

- Managers already know candidates

- Can help boost levels of employee motivation and morale

Honesty in Hiring

- Managers may be tempted to paint overly rosy pictures of both the open positions and the organization as a whole
- Managers may feel that if they are honest, an applicant may not be willing to work there.
- Research indicates this is a poor strategy.

Honesty in Hiring

- **Realistic Job Preview**

- Providing an honest assessment of the advantage and disadvantages of a job and organization.

- Can reduce the number of new hires who quit when their jobs and organizations fail to meet their unrealistic expectations

Selection Tools

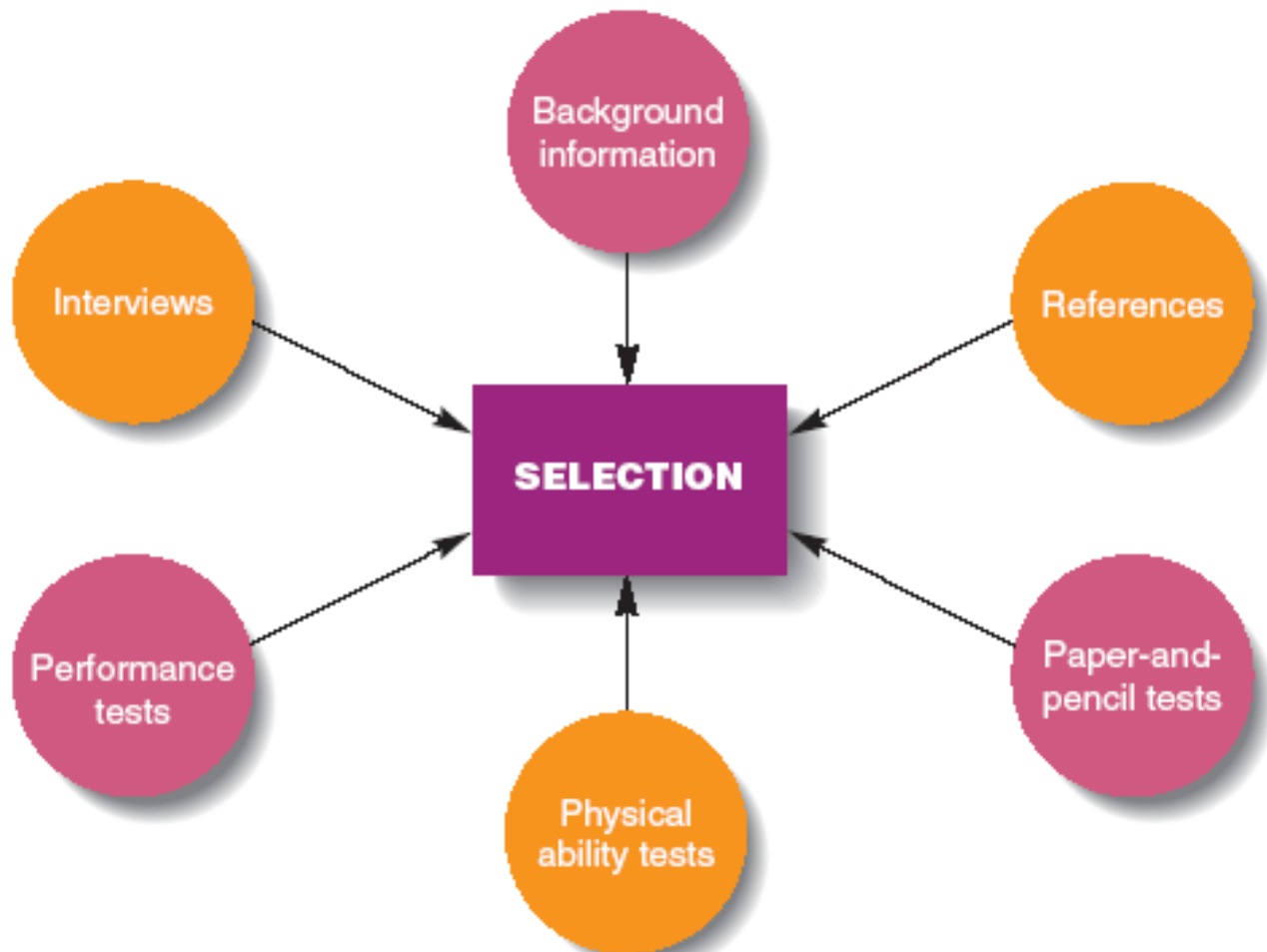


Figure 12.3

The Selection Process

- **Selection process**

Managers find out whether each applicant is qualified for the position and likely to be a good performer



The Selection Process

- **Background Information**

- Helpful to screen out applicants who are lacking key qualifications

- Determine which qualified applicants are more promising than others

The Selection Process

- **Interviews**

- Structured interviews where managers ask each applicant the same job-related questions.

- Unstructured interviews that resemble normal conversations.

- Usually structured interviews preferred; bias is possible in unstructured interviews.

The Selection Process

- **Paper-and-Pencil Tests**

- Ability tests assess the extent to which applicants possess the skills necessary job performance

- Managers must have sound evidence that the tests are good predictors of performance

The Selection Process

- **Physical ability tests**

- Measures of dexterity, strength, and stamina for physically demanding jobs

- Measures must be job related to avoid discrimination.

Selection Process

- **Performance tests**

- Tests that measure an applicant's current ability to perform the job or part of the job such as requiring an applicant to take typing speed test.

- Assessment centers are facilities where managerial candidates are assessed on job-related activities over a period of a few days.

Selection Process

- **References**

- Knowledgeable sources who know the applicants' skills, abilities, and other personal characteristics

- Many former employers are reluctant to provide negative information

Reliability and Validity

Selection tools must be reliable and valid.

- **Reliability** is the degree to which the tool measures the same thing each time it is used.

- **Validity** is the degree to which the test measures what it is supposed to measure

Training and Development

- **Training**

- Teaching organizational members how to perform current jobs and helping them to acquire the knowledge and skills they need to be effective performers.

Training and Development

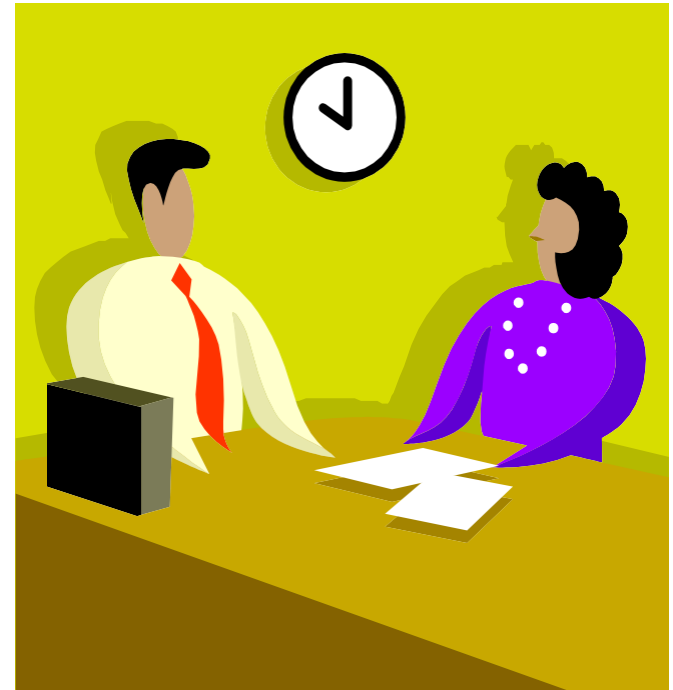
- **Development**

Building the knowledge and skills of organizational members to enable them to take on new responsibilities and challenges.

Training and Development

Needs Assessment

— An assessment of which employees need training or development and what type of skills or knowledge they need to acquire.



Training and Development

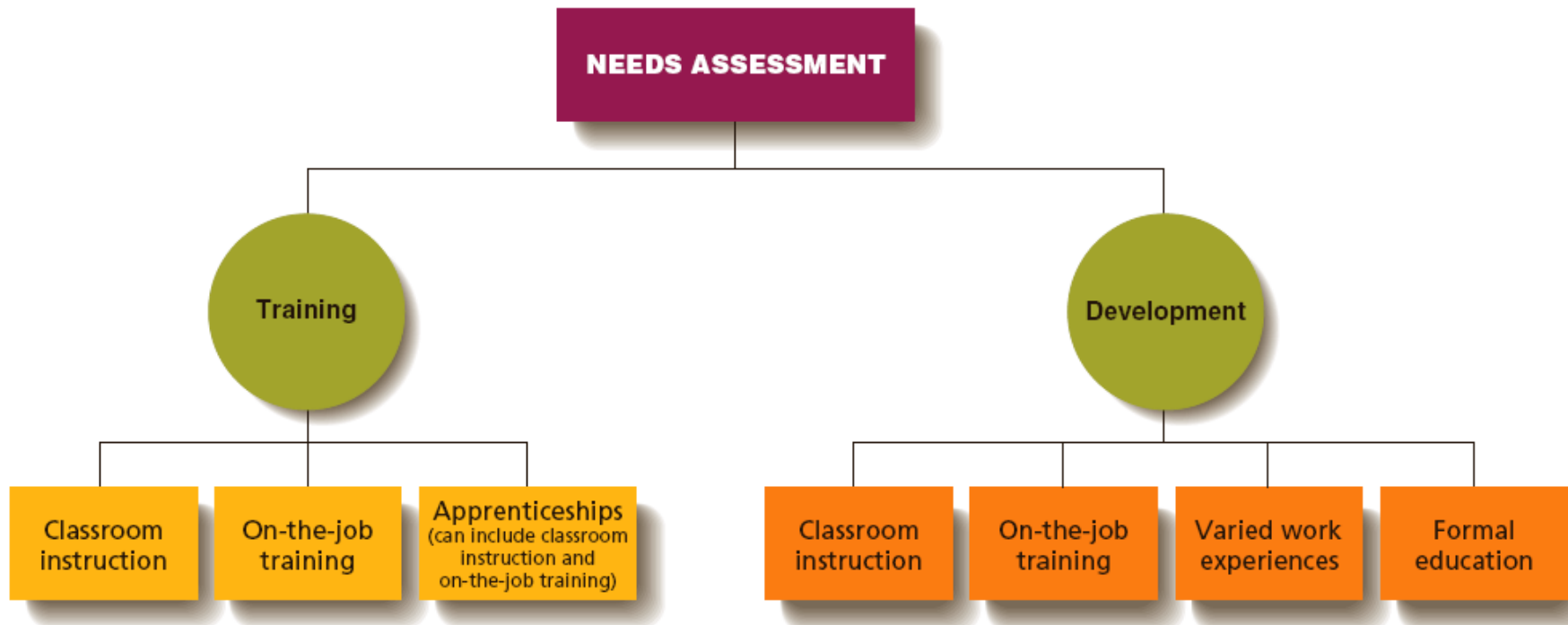


Figure 12.4

Types of Training

- **Classroom Instruction**

- Employees acquire skills in a classroom setting.

- Includes use of videos, role-playing, and simulations.

- **On-the-Job Training**

- Employee learning occurs in the work setting as new worker does the job.

- Training is given by co-workers and can be done continuously to update the skills of current employees.

Types of Development

- Varied Work Experiences

- Top managers have need to and must build expertise in many areas.

- Employees identified as possible top managers are assigned different tasks and a variety of positions in an organization.

- Formal Education

- Tuition reimbursement is common for managers taking classes for MBA or job-related degrees.

- Long-distance learning can also be used to reduce travel and other expenses for managerial training.

Performance Appraisal and Feedback

- Performance Appraisal

- The evaluation of employees' job performance and contributions to their organization.

- Performance Feedback

- The process through which managers share performance appraisal information, give subordinates an opportunity to reflect on their own performance, and develop with subordinates, plans for the future.

Types of Performance Appraisal

- Trait Appraisals

- Assessing subordinates on personal characteristics that are relevant to job performance.

- Disadvantages of trait appraisals

- Employees with a particular trait may choose not to use that particular trait on the job.
- Traits and performance are not always obviously linked
- It is difficult to give feedback on traits.

Performance Appraisal and Feedback

- Behavior Appraisals

- Assesses how workers perform their jobs—the actual actions and behaviors that exhibit on the job.

- Focuses on what a worker does right and wrong and provides good feedback for employees to change their behaviors.

- Results appraisals

- Managers appraise performance by the results or the actual outcomes of work behaviors

Performance Appraisal and Feedback

- Objective appraisals

Assesses performance based on facts (e.g., sales figures).

- Subjective appraisals

Assessments based on a manager's perceptions of traits, behavior, or results.

- Graphic rating scales

- Behaviorally anchored rating scales (BARS)

- Behavior observation scales (BOS)

- Forced ranking systems

Subject Measures of Performance: Graphic Rating Scale

Graphic Rating Scale: Performance is assessed along one or more continua with specified intervals.

Example: A supervisor of a nurse answers the question “How would you rate the quality of care this nurse provides to patients?”



Figure 12.5

Subject Measures of Performance: Behaviorally Anchored Rating Scale

Behaviorally Anchored Rating Scale (BARS): Performance is assessed along a scale with clearly defined scale points containing examples of specific behaviors.

Example: A supervisor of a nurse indicates which scale point best describes the behavior of the nurse.

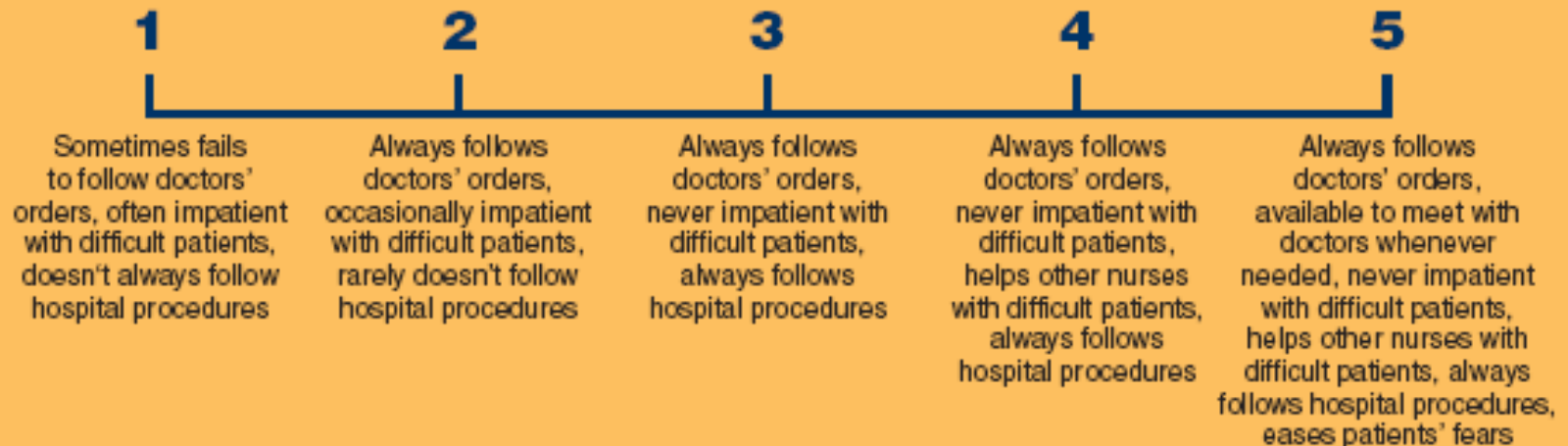


Figure 12.5

Subject Measures of Performance: Behavioral Observation Scale

Behavioral Observation Scale (BOS): Performance is assessed in terms of the frequency with which specific behaviors are performed.

Example: A supervisor of a nurse indicates which scale points best describe the nurse.

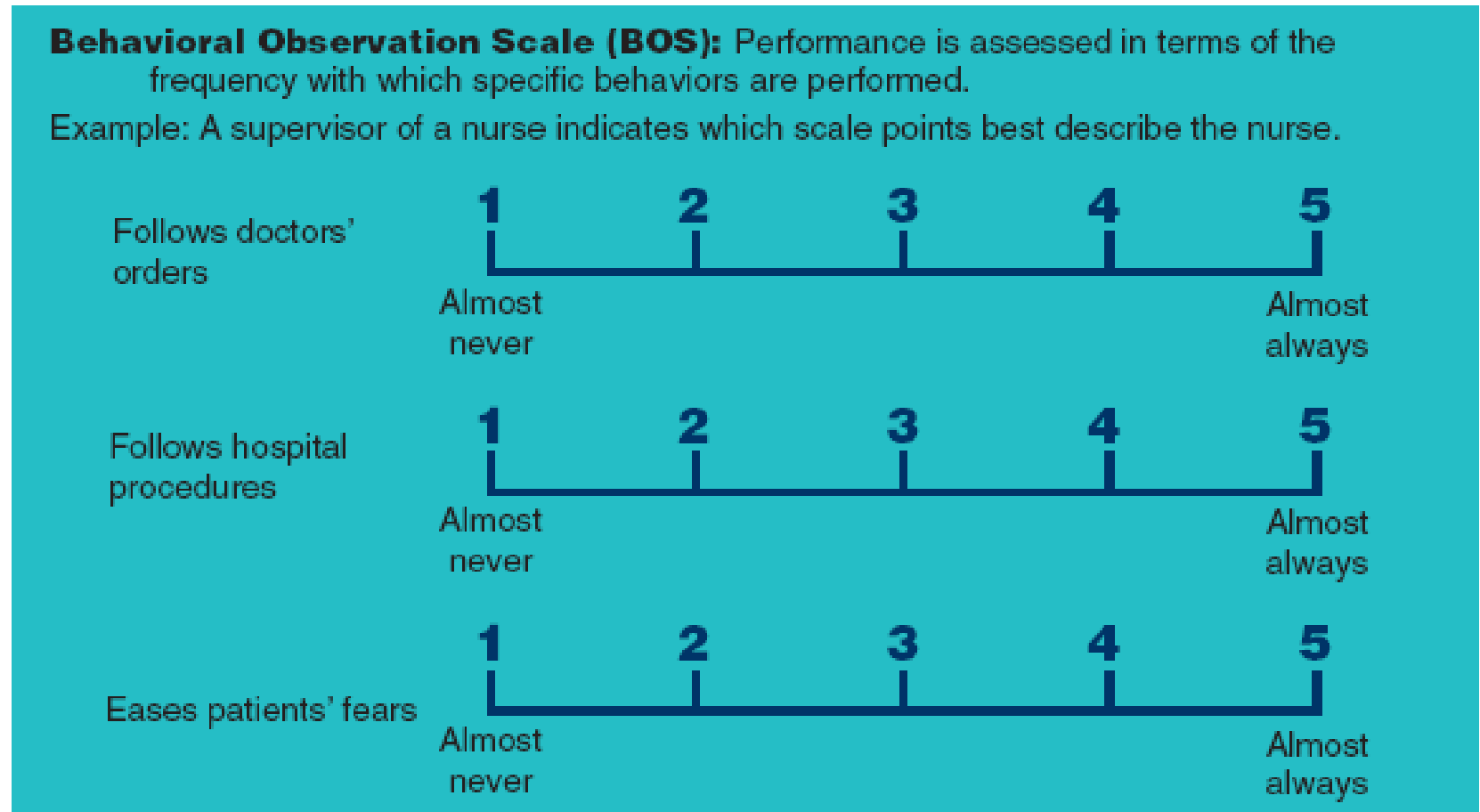


Figure 12.5

Who Appraises Performance?

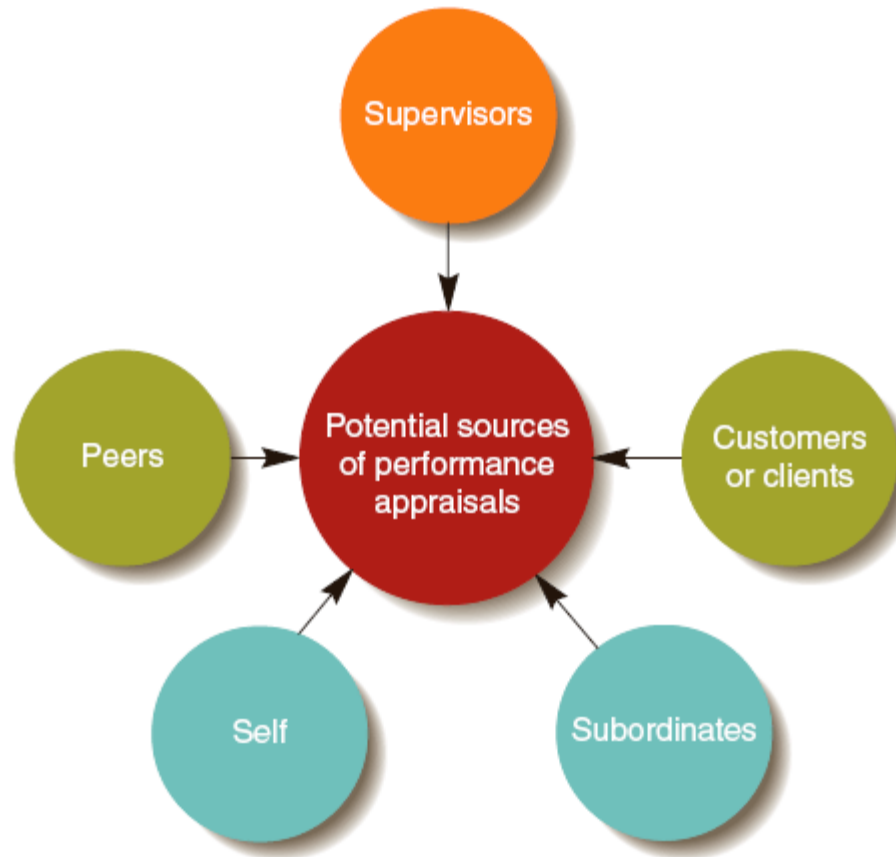


Figure 12.6

Who Appraises Performance?

- Self

Self appraisals can supplement manager view.

- Peer appraisal

Coworkers provide appraisal; common in team settings.

- 360 Degree

A performance appraisal by peers, subordinates, superiors, and clients who are in a position to evaluate a manager's performance

Effective Performance Feedback

- Formal appraisals

- An appraisal conducted at a set time during the year and based on performance dimensions that were specified in advance

- Informal appraisals

- An unscheduled appraisal of ongoing progress and areas for improvement

Effective Feedback Tips

- Be specific and focus on behaviors or outcomes that are correctable and within a worker's ability to improve.
- Approach performance appraisal as an exercise in problem solving and solution finding, not criticizing.
- Express confidence in a subordinate ability to improve.
- Provide performance feedback both formally and informally.

Effective Feedback Tips

- Praise instances of high performance and areas of a job in which a worker excels.
- Avoid personal criticisms and treat subordinates with respect.
- Agree to a timetable for performance improvements.

Pay and Benefits

- **Pay**

- Includes employees' base salaries, pay raises, and bonuses

- Determined by characteristics of the organization and the job and levels of performance

- Benefits are based on membership in an organization

Pay and Benefits

- **Pay level**

- The relative position of an organization's incentives in comparison with those of other firms in the same industry employing similar kinds of workers

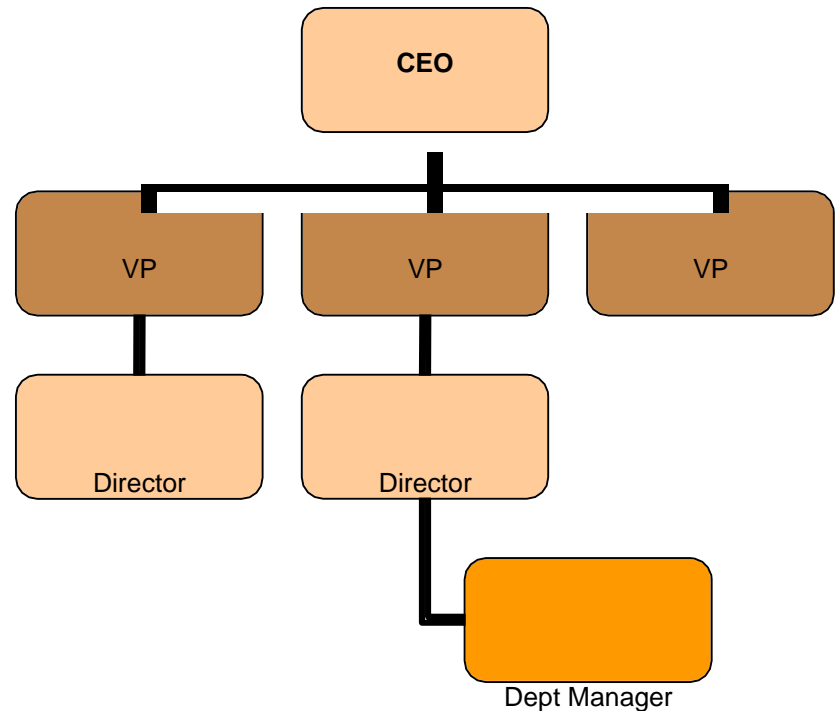
- Managers can decide to offer low, average or high relative wages.

- High wages attract and retain high performers but raise costs; low wages can cause turnover and lack of motivation but provide lower costs.

Pay and Benefits

- **Pay Structure**

The arrangement of jobs into categories based on their relative importance to the organization and its goals, level of skills, and other characteristics.



Pay and Benefits

- **Benefits**

- Legally required: social security, workers' compensation

- Voluntary: health insurance, retirement, day care

- Cafeteria-style benefits plans allow employees to choose the best mix of benefits for them; can be hard to manage.

Labour Relations

- **Labor Relations**

— The activities managers engage in to ensure they have effective working relationships with the labor unions that represent their employees interests.

Labour Relations

- Laws regulating areas of employment.
 - Fair Labor Standards Act (1938) prohibits child labor, sets a minimum wage and maximum working hours.
 - Equal Pay Act (1963) men and women doing equal work will get equal pay.
 - Work Place Safety (1970) OSHA mandates procedures for safe working conditions.

Unions

- **Unions**

- Represent worker's interests to management in organizations.

- The power that a manager has over an individual worker causes workers to join together in unions to try to prevent this.

Unions

- **Collective bargaining**

Negotiation between labor and management to resolve conflicts and disputes about issues such as working hours, wages, benefits, working conditions, and job security.



DARBHANGA COLLEGE OF ENGINEERING, DARBHANGA

EEE DEPARTMENT,EIGHTH SEMESTER

PERSONNEL MANAGEMENT AND INDUSTRIAL RELATION

NOTES

Learning Objectives

- Explain why strategic human resource management can help an organization gain a competitive advantage. • Describe the steps managers take to recruit and select organizational members. • Discuss the training and development options that ensure organization members can effectively perform their jobs.
- Explain why performance appraisal and feedback is such a crucial activity, and list the choices managers must make in designing effective performance appraisal and feedback procedures. • Explain the issues managers face in determining in determining levels of pay and benefits

1.Personnel Management(Human Resource management)

•Human Resource Management (HRM)

–Activities that managers engage in to attract and retain employees and to ensure that they perform at a high level and contribute to the accomplishment of organizational goals.

• HRM activities

– Recruitment and selection

– Training and development

– Performance appraisal and feedback

– Pay and benefits

– Labour relation

• Strategic Human Resource Management

– The process by which managers design the components of a HRM system to be consistent with each other, with other elements of organizational architecture, and with the organization’s strategy and goals.

• “Six Sigma” quality improvement plans – ensure that an organization’s products and services are as free of errors or defects as possible through a variety of human resource-related initiative

Components of a Personnel Management System

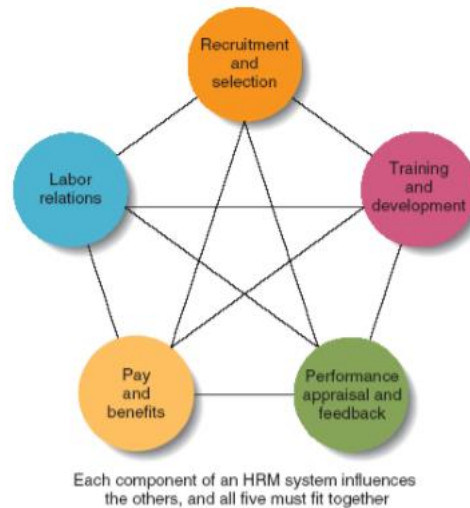


Figure 1

2.HRM Components

- Recruitment and Selection

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Figure 2

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- Supply forecasts – Estimates the availability and qualifications of current employees now and in the future, as well as the supply of qualified workers in the external Labour market.

- Outsourcing – Using outside suppliers and manufacturers to produce goods and services – Using contract workers rather than hiring them. • More flexible for the firm. • Provides human capital at a lower cost.

- Problems with Outsourcing – Loss of control over output; outsource contractors are not committed to the firm. – Unions are against outsourcing that has potential to eliminate member's jobs.

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- Job Analysis – Identifying the tasks, duties and responsibilities that make up a job and the knowledge, skills, and abilities needed to perform the job. – Should be done for each job in the organization.

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4.The Selection Process

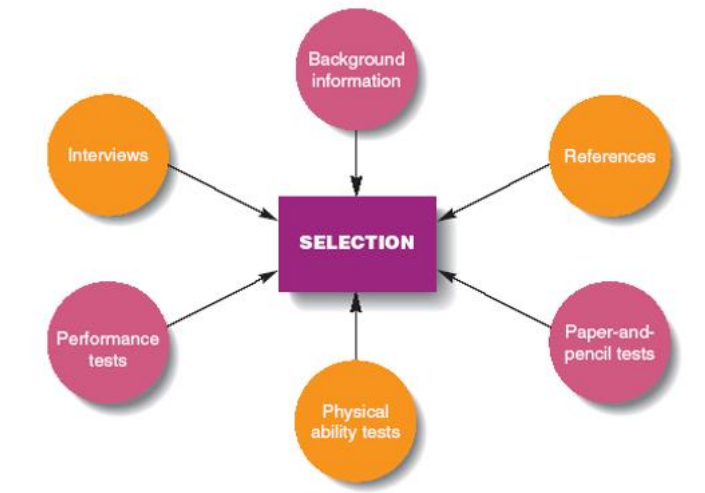


Figure 3

- **Selection process**

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5.Training and Development

- Training – Teaching organizational members how to perform current jobs and helping them to acquire the knowledge and skills they need to be effective performers.
- Development – Building the knowledge and skills of organizational members to enable them to take on new responsibilities and challenges.
- Needs Assessment – An assessment of which employees need training or development and what type of skills or knowledge they need to acquire.

Training and Development

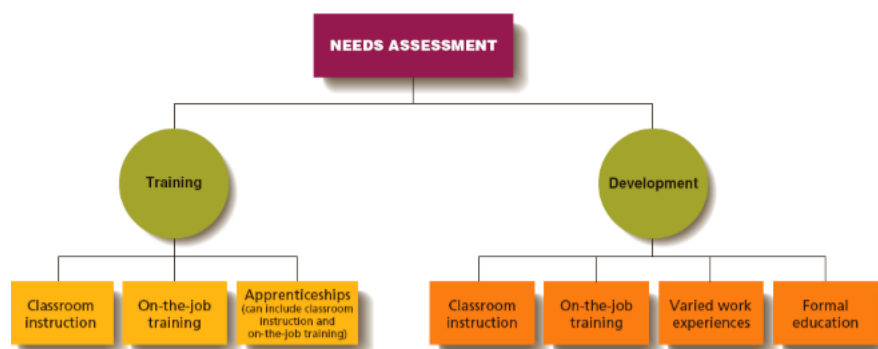


Figure .4

Types of Training

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- **Subjective appraisals** – Assessments based on a manager's perceptions of traits, behaviour, or results.

Graphic rating scales • Behaviourally anchored rating scales (BARS)

- Behaviour observation scales (BOS) • Forced ranking systems

7. Subject Measures of Performance: Graphic Rating Scale

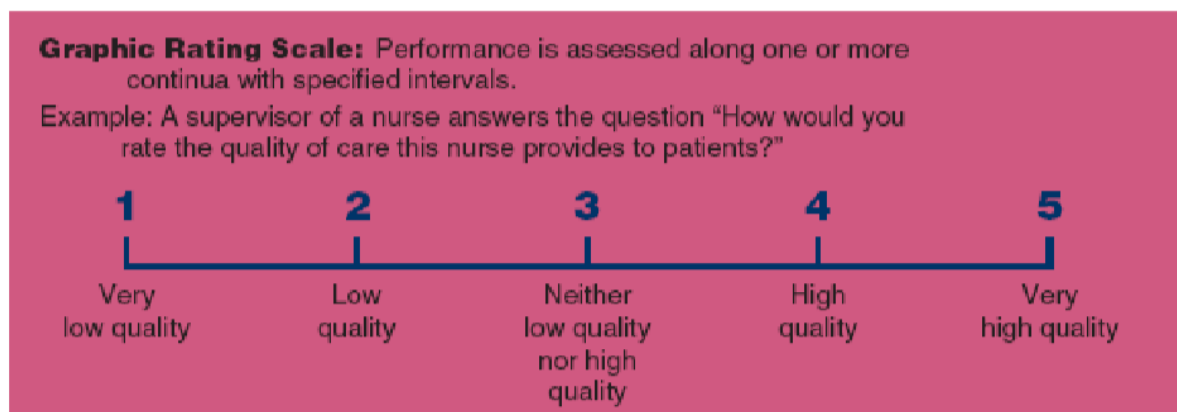


Figure .5

Subject Measures of Performance: Behaviorally Anchored Rating Scale

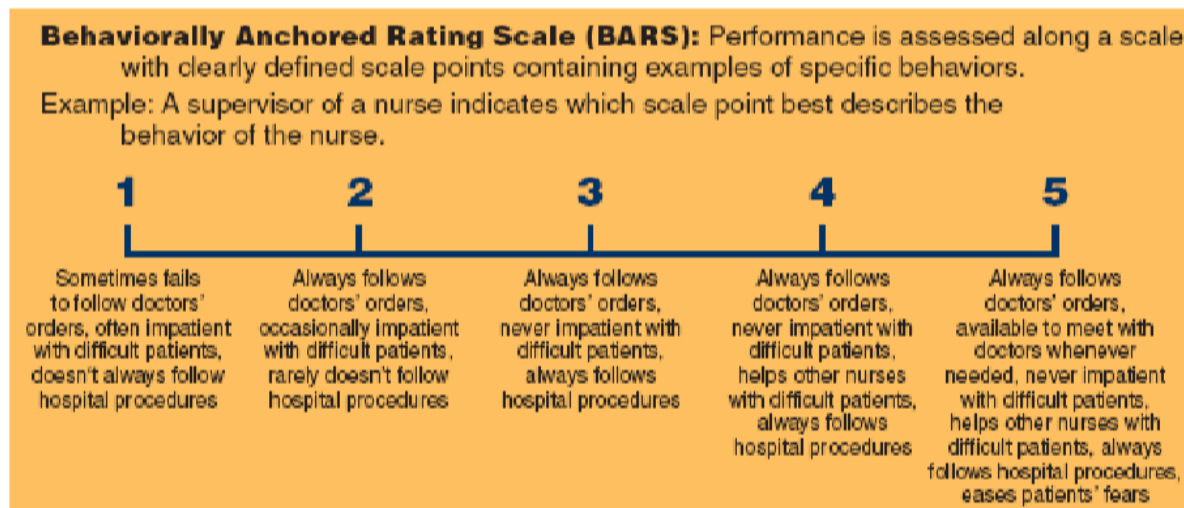


Figure .5

Subject Measures of Performance: Behavioural Observation Scale

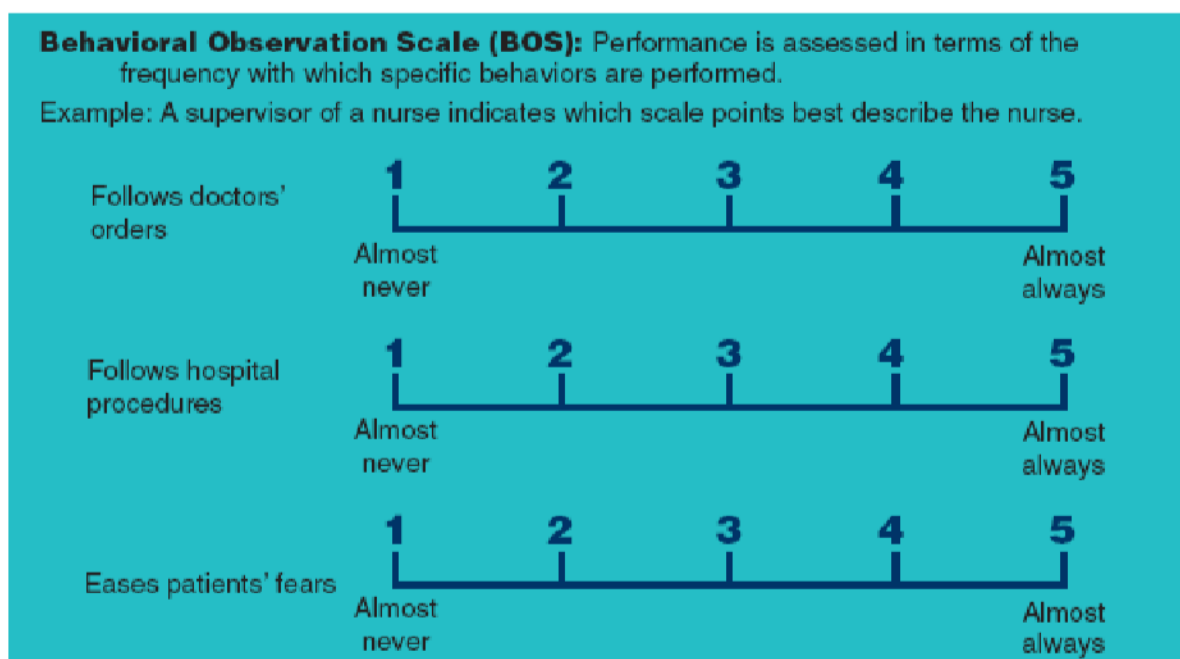


Figure 5

Who Appraises Performance?

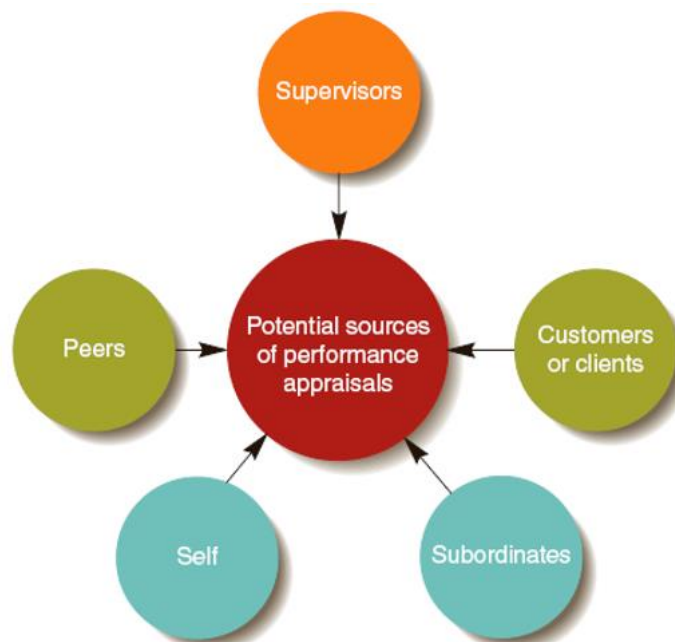


Figure 6

- Self – Self appraisals can supplement manager view.
- Peer appraisal – Co-workers provide appraisal; common in team settings.
- 360 Degree – A performance appraisal by peers, subordinates, superiors, and clients who are in a position to evaluate a manager's performance

8.Effective Performance Feedback

- Formal appraisals – An appraisal conducted at a set time during the year and based on performance dimensions that were specified in advance
- Informal appraisals – An unscheduled appraisal of ongoing progress and areas for improvement

Effective Feedback Tips

- Be specific and focus on behaviours or outcomes that are correctable and within a worker's ability to improve.
- Approach performance appraisal as an exercise in problem solving and solution finding, not criticizing.
- Express confidence in a subordinate ability to improve.
- Provide performance feedback both formally and informally.
- Praise instances of high performance and areas of a job in which a worker excels. • Avoid personal criticisms and treat subordinates with respect.
- Agree to a timetable for performance improvements.

9.Pay and Benefits

- Pay – Includes employees' base salaries, pay raises, and bonuses – Determined by characteristics of the organization and the job and levels of performance – Benefits are based on membership in an organization

Pay and Benefits

- Pay level – The relative position of an organization's incentives in comparison with those of other firms in the same industry employing similar kinds of workers • Managers can decide to offer low, average or high relative wages. • High wages attract and retain high performers but raise costs; low wages can cause turnover and lack of motivation but provide lower costs.

PAY STRUCTURE

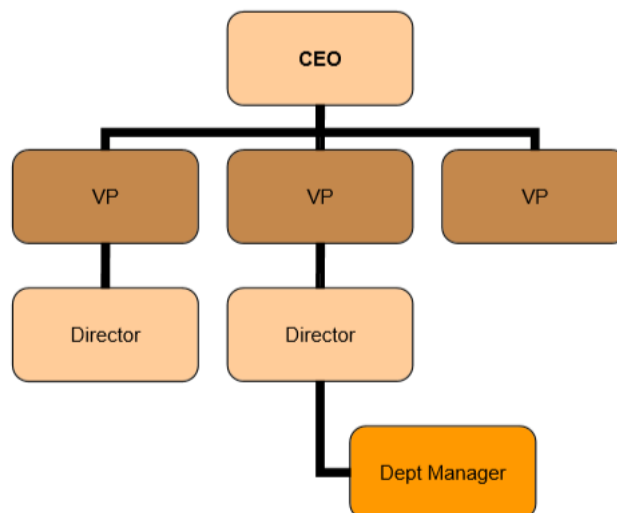


FIGURE 7.(Pay structure)

- **Benefits –**

Legally required: social security, workers’

Voluntary: health insurance, retirement, day care

– Cafeteria-style benefits plans allow employees to choose the best mix of benefits for them; can be hard to manage.

Labour Relations

- **Labour Relations**

– The activities managers engage in to ensure they have effective working relationships with the Labour unions that represent their employees interests.

Labour Relations

- **Laws regulating areas of employment.**

– Fair Labour Standards Act (1938) prohibits child Labour, sets a minimum wage and maximum working hours. – Equal Pay Act (1963) men and women doing equal work will get equal pay. – Work Place Safety (1970) OSHA mandates procedures for safe working conditions.

10.Unions

- **Unions**

– Represent worker’s interests to management in organizations.

– The power that a manager has over an individual worker causes workers to join together in unions to try to prevent this.

- **Collective bargaining**

– Negotiation between Labour and management to resolve conflicts and disputes about issues such as working hours, wages, benefits, working conditions, and job security.

Question Bank

Personnel Management & Industrial Relation

1. Define Personnel Management. Discuss the role of Personnel Manager in an industrial undertaking.
2. Define Personnel Management. Discuss the meaning and concept of personnel management.
3. What do you understand by Personnel Policies? Describe the objectives of personnel policies.
4. What do you understand by Manpower Planning? Discuss the various forms of manpower planning.
5. What is manpower planning? What is the need of manpower planning in the organization?
6. What do you understand by training of workers? Brief the need and importance of training.
7. Well-planned and properly designed training programmes can help an organization in many ways. What can be benefits of training employee for the organization?
8. What do you understand by development of human resource? Discuss various methods of selection process briefly.
9. Discuss the meaning of development. Explain any four methods of employee development.
10. What do you mean by job change? What are the objectives of job change?
11. Discuss the concept of job analysis. Describe any five uses of job analysis information.
12. Job analysis information may be very useful for the organization. Elaborate the statement.
13. What is promotion? Discuss the policies and basis of promotion followed in an industrial sector.
14. What are the essentials of a good promotion policy? Discuss.
15. Define performance appraisal. Discuss any four methods of performance appraisal highlighting two merits and two merits of each.
16. Enumerate the principal methods of wage payment based on result. Explain any one of them.
17. Distinguish between wage and salary. Elaborate the concept of living wage, fair wage and minimum wage.
18. Explain the purpose and principles of wage and salary administration. Briefly discuss time rate and piece rate methods of wage payment.
19. What do you understand by Industrial Health? Discuss the causes of bad health. State the measures and suggestions for maintaining and improving good health.
20. Discuss briefly the various provisions of health, welfare and safety.
21. Disease, invalidity, accident and old age result into a number of problems for organizations. Elaborate the statement.
22. Discuss any four safety and health facilities undertaken by organization in India.
23. Discuss the forms of social security provided by society to workers, mentioning the conditions when such security becomes essential for workers.
24. What do you understand by Industrial Relations? What are the determinants of good industrial relations?
25. Discuss the current industrial relations position in India highlighting the IR policies of the government of India.
26. Define trade union. Highlight the objectives and functions of trade union.
27. Functions of trade unions have changed in the era of globalization. Comment.

Answer these questions:

- a) Define personnel Management.
- b) Define personnel policy.
- c) Explain the concept of personnel management.
- d) Give any two objectives of Performance Appraisal.
- e) What is Job specification?
- f) Define job evaluation.
- g) What is aptitude test?
- h) What do you mean by sensitivity training?
- i) Define recruitment.
- j) What is the meaning of training?
- k) What is the need for transfer?
- l) Mention any two types of transfer.
- m) How is discharge different from dismissal?
- n) What is resignation?
- o) What is separation?
- p) What is real wage?
- q) Difference between wage and salary.
- r) What do you mean by strike?
- s) Define performance appraisal.
- t) What is time wage system?
- u) Give two needs for manpower planning.
- v) What is social insurance?
- w) Write any two problems arising from accident in an organization.
- x) Define the term Industrial relation.