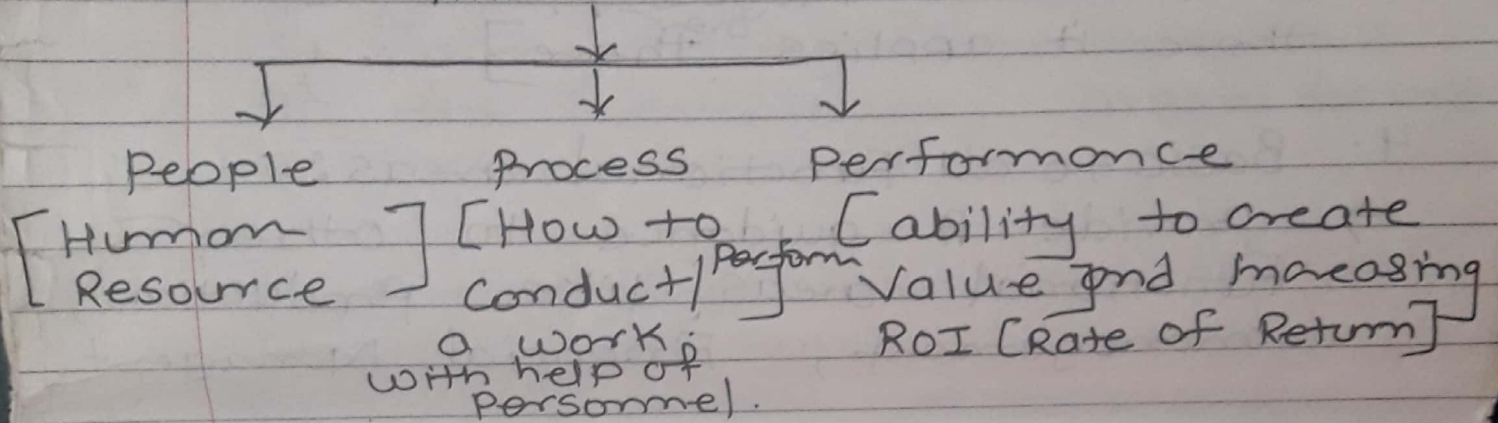


Module-3. Human Resource Management

Meaning :- Human Resource Management is a management function that helps managers to recruit, select, train & develop members for an organisation.

[HRM → People's dimension]

HRM - 3P'S



Definition :-

Personnel management is the planning, organizing, directing & controlling of the Procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished.

[Edwin Flippo]
[Edwin Flippo]

→ Lawrence Appley remarked Management is Personnel Administration

* Nature of HRM

1. Process :- Managing resources.

→ Acquire
→ Develop
→ Motivate } People of organization

2. Dynamic / Multidisciplinary Action
→ Uses psychology, sociology, philosophy to manage personnel.

3. Pervasive / Universal Function :-
→ performed by all managers at all level. universally Applicable
Ex:- Hospitals, Corporates, NGO, Trust

* [wherever Employees / personnel is there it applies ^{over} there.]

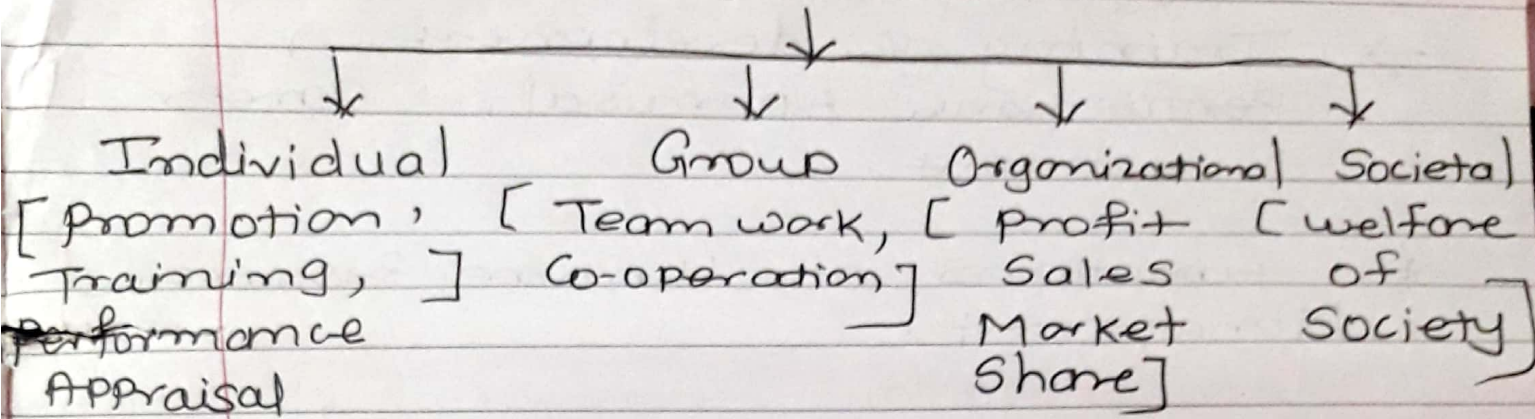
4. Basic to all Functional areas :-
→ provide guidance to other functional areas like production, management, Financial Management

5. Continuous Activity :-
→ Organisations must conduct HRM till it exist. to improve the commitment & dedication of personnel. & To adapt to changing Environment [competition, consumer preference, Employees Expectation]

6. Personnel / People Centered :-
Focus on :- All Employees from Top to Bottom of the organisation [Blue-collar, managerial & non-managerial personnel, Professionals (CA, CS, Lawyers)] & non professional.

7. Objective oriented :-
Focus on :- Fulfilment of Objectives

Objectives



6. Long term Benefits

It bring Long term Benefits to the employee, organisations & Society as well.

Ex. Performance Appraisal helps Employee to improve strength & Reduce weakness of Employee]

7. Development of Team spirit :-

→ Focus on :- developing & maintaining team spirit among employees

Benefits :- Cordial relations ,
Effective communication.

8. Art & Science :-

Art :- Require skills & talent to manage personnel

Science :- Managers follow Scientific & Systematic method for recruitment & selection , training .

9. Help to cope with problems

→ Problems due to Social, Economic, technological changes can be Solved with Proper HRM.

g (combine)

10. Integrated Use of Subsystems:-

→ Training & development,
Performance Appraisal, Career
development.

* Functions of Human Resource
Management.

1. Human Resource planning :-

→ Identifying Requirement of
manpower in terms of quality
& quantity.

1. Review of goals

4. Compare

Requirement & Supply

2. Forecast

human resource
Requirement

5. corrective action

→ Shortage / Surplus of
manpower

3. Forecast

Human Resource
Supply

2. Recruitment & Selection

↓
Process of Attracting
Shortlisting, Appointing
best-qualified candidate

↓
To select the
Right person
for right Job.

3. Placement Function :-

Placing / Fitting the Right Person
for right place of work.

Re Benefit :- Higher Efficiency,
Employee Satisfaction, Commitment
& dedication.

Ex:- A person can do Accounting
work in efficient manner so,
place them in Account dept.

4. Performance Appraisal :-



Systematic Evaluation of Performance of Employees and to understand the abilities of person for Job.

Benefit :- Gives idea of Employees Job Relevant strengths & weakness

5. Promotion :- [Upward Advancement of Employee]



Elevation to a higher Job accompanied by increased pay & privileges

Bases :- Merit → Top Level personnel
Seniority → Lower level personnel

6. Training & development :-



[Teaching or developing Skills & Knowledge]

Benefits :- Helps to ~~quire~~ Acquire knowledge
Develop attitude
Improve skills
Improve social behaviour

7. Career development :-

[Process of developing / continuous efforts
one's career] to match long-term
individual needs
of employee with
organisation.

Method :- Assigning challenging tasks
Promotion
Training.

Monetary - Higher Pay, Bonus
Non-monetary - Certificate of appreciation.

8. Compensation Function:-

Employee must be Rewarded and Recognized for their performance | HRM Responsible to design proper compensation Package.

Appropriate rewards motivate employees to perform effectively

9. Labour Relations:- (Relation Between Employer & employee) ~~Co-ordial~~ Industrial Relations.

Method:- grievance Handling, Settlement of Industrial disputes, disciplinary action.

10. Employee welfare:-

Welfare Measures include canteen facility, Recreation facilities, rest rooms, transport facilities

→ These facilities help to motivate the employees.

11. Employees Health and Safety:-

→ HRM concerned with Maintenance of manpower.

→ protecting and promoting Health & Safety of employees.

Method:- Medical Aid, Provident Pension, Fund, Maternity benefits, Gratuity, injury or accident compensation etc. to enhance employees wellbeing.

* Human Resource planning

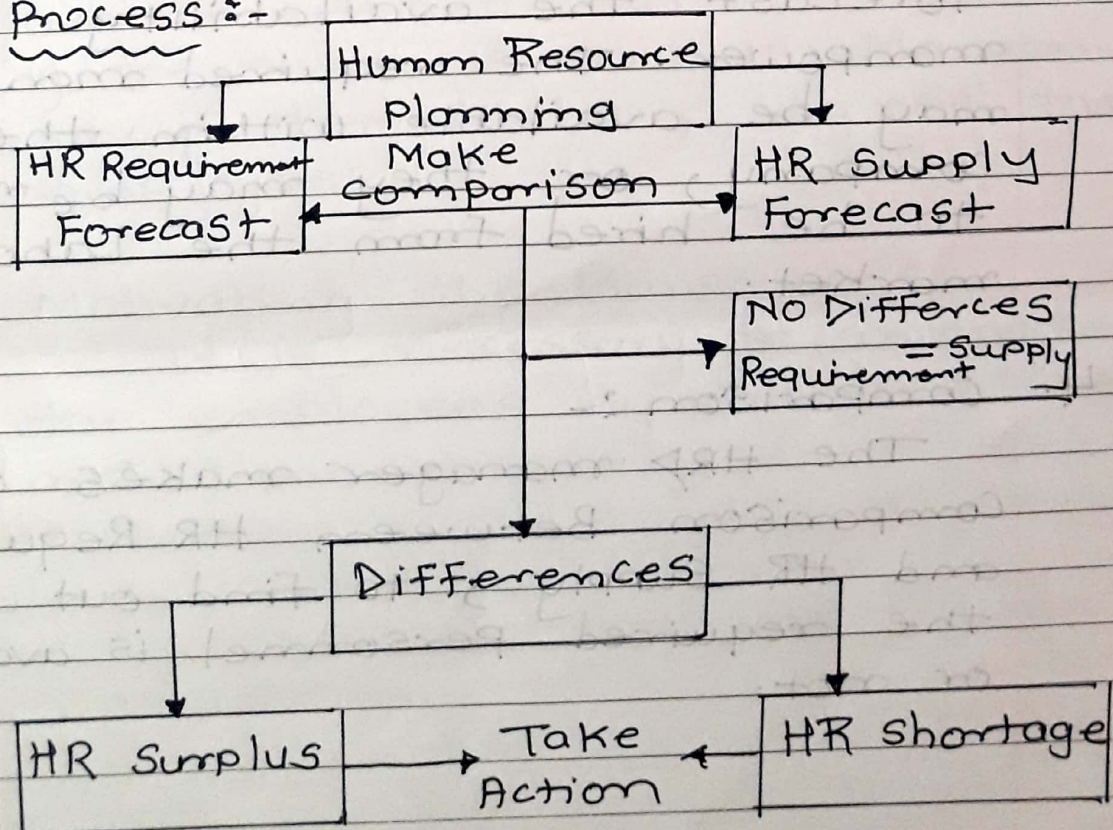
Meaning :- Human Resource Planning is a continuous process of searching the Right kind/Type and number of people at Right time and at right places in the Organisation.

→ HRP is a continuous process of identifying human resource requirements in terms of quality and quantity.

Definition :- HRP

Stamer defines HRP as "A Strategy for the acquisition, utilisation, improvement and preservation of an organisation's Human Resources"

* Steps in Human Resource planning Process :-



1. Review of organisational objectives :-

The first step in HRP is to review the objectives of the Organisation. Proper review of the objectives enables the organisation to list out various activities that are required to achieve the objectives.

2. HR Requirements Forecast :-

The Human Resource manager forecasts human resource requirements to undertake various activities.

The human requirements forecast must be both in terms of quantity [Number of employees] and quality [Knowledge, attitude and Skills]

3. HR Supply forecast :-

The Human resource manager forecast the availability of manpower. The required manpower may be available within the company, or they may be required to be hired from the labour market.

4. Comparison :-

The HRP manager makes a comparison between HR Requirement and HR Supply, to find out whether the required personnel is available or not.

5. No Differences ?

The comparison between HR requirements and HR Supply.

If Human resources requirements are equal to human Resource Supply there are no differences. Therefore, there is no need to take any action.

6. Differences

If the comparison may reveal or show differences between the human resource requirements and human resource supply. There may be HR surplus OR HR shortage. Action needs to be taken to deal with the problem of HR shortage OR surplus.

Example: i) If there is shortage, Management may hire, provide overtime to the employee.

ii) If there is surplus, Management may terminate, lay off the employees.

7. Motivating the Manpower :-

It is necessary to motivate the employees by providing Monetary and Non-monetary incentives. Motivation would enable the employee to put their best efforts to undertake the activities of the organization.

8. Monitoring HR Requirements :-

The HR Manager needs to monitor the requirement of HR on periodic basis. If required necessary action is taken in respect of Human Resources

Example :- i) If there is shortage) additional manpower can be selected) and if there is surplus, there can be transfer or downsizing of Manpower.

* Importance of HRM

1. Effective Use of Manpower :-

HRM Facilitates Effective use of Manpower By selecting the Right employee at right place of work.

Proper placement, training and motivation to employee helps to increase more success of Organisation.

Example :- If the person have good knowledge of How to Operate Computer & data Entry that person will more effectively use if that person appointed as Computer operator rather than appoint as Salesman.

2. Helps to achieve objective :-

HRM helps to achieve objective by creating positive attitude among workers, By Reducing wastage and making maximum use of resources.

3. Availability of competent Manpower :-

HRM Focus on → To ensure the availability of competent & dedicated manpower

Method :- proper selection
Training
Placement etc.

34 Motivation to Employee :-

HRM Helps to Boost/ Increase motivation of employee. By providing monetary & non monetary incentives. which result in improve performance of employee which helps to achieve organisational goals.

5. Helps to Boost Morale of Employee :-

HRM improve employee's morale by :-

- i) Providing Group incentives
- ii) Inviting suggestions from Group members.

Morale is a group phenomenon.

6. Facilitates Professional growth :-

HR Managers make efforts to create the right environment for professional growth of employee within organisation.

Career development can take place by :-

- Assigning challenging tasks
- Promotion

7. Competitive Advantage :-

HRM helps to improve the performance of employee by proper placement, training, It helps organisation to enjoy competitive advantage.

Example:- Training helps to come up with innovative ideas, innovative design, New product. which turn generate competitive advantage to the Organisation.

8. Working Relationships:-

HRM helps to establish and maintains desirable working relationship among all the members of the Organisation.

→ Authority and Responsibility of each job is clearly defined. It helps to develop relations between the Superior and Subordinates.

9.8: Social Objectives:-

HRM plays important role in fulfilment of corporate social responsibility.

Through Effective training & development, employees are motivated to produce quality of goods & services and take appropriate measures towards goods and social development including Environment Conservation.

10. National Significance:-

Dr. W. E. Deming [father of TQM] once remarked - "Abundance of natural resources is not requirement for prosperity. The wealth of a nation depend on quality of people."

Nation.

* Traditional v/s Strategic HRM

Traditional HRM

Strategic HRM

1. Meaning

It is Traditional Method of Managing Human resources so as to achieve short term goal of an Organisation.

It is Professional and Proactive approach or Method of Managing the human Resources so as to achieve the strategic goals of an organisation.

2. Nature of Decisions

Reactive decision

Proactive decision

3. Nature of HR Policies :-

HR Policies rigid / Fixed in nature

Once framed, there are hardly any changes in HR Policies

HR policies are flexible in nature. HR Policies are reviewed periodically and changes are made therein

Traditional HRM

Strategic HRM

4. Objective :-

Focus on: To select and compensate them for undertaking activities of the Organisation.

Focus on :- TO select, Train, place, Appraise, Promote, Motivate and Retain Competent Employees.

5. Performance Appraisal :-

Lack of Efforts on Performance appraisal
Adopt Tradition Performance appraisal techniques

Ex- Maintaining Confidential reports

lot of Efforts on Performance Appraisal.

Adopt Modern methods

Ex- 360° Appraisal, Assessment Centres

6. Promotion :-

Promotion by Seniority is followed at all levels

Promotion by Merit at top Level and by Seniority at Lower Level.

7. Placement :-

Lack of emphasis on Systematic placement of employees

Focus on :- Systematic Placement of Employees - right Person for the right Job

8. Quality of work :-

More importance to quantity of work

Focus on :- quality of work performance

Traditional HRM

9. Retention of Employees :-

Lack of effort on Retention of employees. No special measures are taken to retain employees.

Strategic HRM

Special schemes are designed to retain employees

Ex:

Bonus, Loyalty Programmes to Retain Competent Employee

10. Selection

Adopts Traditional Selection Procedures

Less emphasis on relevant employment tests and Interview

Adopts Scientific Selection Procedures in selecting employees.

Focus on Employment tests and Interview.

11. Specialisation :-

One manager looks for almost all areas of HR including Selection, Training Performance Appraisal

Special manager for HR areas different areas Special managers.

12. Training

Less Focus on Training

Focus on experience of Employees.

Focus on Training It considers

training helps to enrich knowledge and skills for improving efficiency

Traditional HRM

Strategic HRM

13. Compensation :-

Focus on :- Salary and wages

Lack of emphasis on retention Bonus, ESOP.

Focus on performance based incentives

along with salary and wages.

They give retention Bonus and ESOP

14. Concept of Employee :-

Employees are treated as hired workers to undertake organisational Progress.

Activities.

→ Lack of care and

Concern for the employees

Employees Considered as partners to

undertake organisational Progress.

Employees are

treated with respect

Management

Shows care &

Concern towards Employees

* Job Analysis

Meaning:- A Job may be defined as a sum total of task, duties and responsibilities which is assigned to individual Employees.

HR Manager Need to undertake Job analysis.

"Job Analysis means a Process of studying and collecting information relating to the operations and responsibilities of a specific Job"
- Edwip Flippo

Job analysis means a Process of collecting information about a job.

↓
[related to nature of Job + qualifications and skills required for performing the Job]

Job Analysis consist of two aspects

- i) Job Description
- ii) Job specification

I] Job Description :-

↓
[Details of the Job in respect of Job title, duties and responsibilities, Location of Job, working condition, Salary & incentives]

Edwin Flippo defines Job description as "A Job description is an organised, factual statement of duties and responsibilities of a specific Job. It should tell what is to be done, how it is done and why?"

* Components of Job description are as follow :-

1. Job identification :- It gives details relating to

i) Job title :- Ex. Manager, Accountant, Salesman etc.

ii) Code number of the Occupation :- Ex 02125, 03210 etc.

iii) Location :- Ex- ground floor, warehouse, office

iv) Name of department - Ex - Sales dept, Purchase dept etc.

v)

2. Job Summary :- It gives brief details of the Job contents in terms of tasks or activities to be performed.

3. Duties & Responsibilities :-

↓
[what, how and why of a Job]

↓
[custody of valuables and records, Supervision and training of subordinates]

4. Relationship with other Jobs :-

↓
[It indicates to whom the Job holder has to report and who will report him]

Internal Relationship :- horizontal, vertical, diagonal.

External Relationship :- with Customers, dealers, Govt official. etc

Ex :- A Marketing Person have to maintain relationship with customer.

5. Machines, tools and Material :- It states type of machines, tools and equipments that are to be used for the performing Job.

Ex :- A Computer operator need Computer.

A Teacher have to deal with PPT, chalk and duster

Cashier in Bank should have knowledge of Cash counting machine

6. Nature of Supervision :-

It indicates the extent of Supervision the Job is subject to from Higher Levels and extent of Supervision which the Job holder has to exercise over Subordinates.

→ Designation of immediate superior and subordinates may be Stated.

Example :- Higher Level Personne)
[Senior manager]

↓
Junior Manager

7. Social Environment :-

↓
[Social Environment in the Organisation]

8. Working conditions :-

i) Health hazards :- ventilation, eye strain, noise, heat, dust

ii) Location → such as factory, office, underground / on ground

iii) Posture such as standing, sitting, lifting, walking

iv) Rest period

v) Speed of work

vi) Timings such as single shift, rotational shift, day, night shift etc.

* Uses / Benefits / Importance of Job description

- 1) It facilitates Job grading and classification.
2. It provides the base for Preparing Job Specification.
3. It enables the newly appointed Candidate's decision to accept or reject the Job.
4. It ensures Proper Orientation to the newly Selected employees.
5. It enables proper placement of Employees on the Job.
6. It facilitates proper Performance Appraisal.
7. It enables promotion and transfer of employees.
8. It enables employee to adopt health and Safety Measures.
9. It assist in Career planning and development of employee.
10. It enables the organisation to design compensation and incentive plans.

I A Job description is an internal document that clearly states the essential job requirements, Job duties, Job responsibilities and Skills required to perform a Specific Job.

II. Job specification



It gives details of Candidate who is supposed to do a particular Job with reference to qualities, qualifications, experience, gender, family background

It is an overall written summary of employee requirements.

Definition :-

Edwin Flippo defines "Job specification is a statement of the acceptable human qualities necessary to perform a Job properly".

* Contents / Components of Job Specification

a] Mental characteristics :-

includes general intelligence, aptitude, mental alertness, ability to concentrate, Creativity & innovativeness.

b] Personal characteristics :-

It includes age, gender, education, work experience, leadership qualities, pleasing personality, communication skills, dispute solving skills, Technical skills

c] physical characteristics :-

It includes height, health, hearing, vision, voice, physical stamina

d] social & psychological characteristics :-

It includes emotional stability)

human skills, Social Relationship,
Social Citizenship behaviour.

Example :-

Sales executives profile Job Specification

Experience :-

* A minimum 2 years of experience is required in Corporate sales or a renowned IT company.

* Educational Qualification :-

- Candidate must have a bachelor degree in Sales & Marketing

→ The Candidate must have a regular MBA degree from reputed college specialization in Sales & Marketing

* Skills & Knowledge required :-

→ Candidate must have a strong communication skills.

→ He must be confident

→ Can perform under high pressure

Example :-

i) Minimum & maximum age of the Job applicant [in Public / Govt.]

ii) Height & weight (Military)

There is no flexibility in modifying such character

* Uses of Job specification

- 1) It facilitates selection of the employees depending on the mental, physical and personal qualities.
- 2) It helps in providing Training to improve the knowledge and skills of the candidates who lack the same.
- 3) It enables the organisation to design compensation plans based on qualifications and experience of the candidates.
4. It help in proper placement of the candidates on the job depending upon the qualities and qualifications.
5. It enables the organisation to provide proper designation to the employee based on their qualification and experience
6. It facilitates in counselling the employees to acquire higher qualification, thus facilitating career planning.

* Job Design



[It is a Technique of defining and structuring the Jobs to meet the needs of the employees and that of the Organisation]

Definition :-

The Job design means outlining the task, duties, responsibilities, qualifications, methods and relationships required to perform the given set of a Job.

Harold Koontz and Heinz Wehrlich state "Job design refer to appropriate Job structure in terms of Content, function and relationships."

* Approaches / Method / Techniques of Job design

i) Traditional Job design

ii) Motivational [Modern] Job design

I] Traditional Job Design

It is based on scientific Management Theory developed by F.W. Taylor.

It takes into account only the Technical aspects of a Job and it does not take into consideration human aspects of a Job.

Traditional Job/work design Based on two Principles :-

A] Job simplification

B] Job Specialization

A] Job simplification :-

Deconstructing work into the "Simplest Individual components"

A complex Job is divided into simple tasks and a worker is assigned only a specific task.

B] Job Specialization :-

It is a process of focusing one's occupational concentration on a specific area.

* Advantages of Job Simplification & Specialization

i) Promotes work simplification and efficiency

ii) Increase Productivity

iii) Increase Labour satisfaction

* Disadvantages of Job Simplification & Specialization

i) Over specialization creates boredom

ii) Provides little opportunity for employee development

iii) Suitable for labour intensive work

II] Motivational [MODERN] Job design

Motivational Job design places emphasis / Focus on the human aspects of a Job.

It is concerned with the psychological as well as technical aspects of the Job.

* The various techniques of Motivation Job design are as follow :-

1. Job simplification :-

The Jobs are divided into smaller sub-parts. Each sub part assigned to certain workers.

The workers repetitively perform the sub parts of the Job assigned to him.

Example :- i) Fast food restaurants

Such as McDonald's, Burger King use simplification because employees can learn tasks rapidly.

ii) In Restaurants Worker may perform the Job of waiter, another one may perform the Job of cleaning the Table, Job of cleaning the floor.

* Advantages of Job Simplification

1. Job simplification leads specialisation due to repetitive performance of the same sub-task

2. Higher Productivity

3. The speed of performing the task increased

4. The quality of work performance will improve.

5. No Training cost

* Disadvantages of Job simplification

1. It leads to monotony and boredom
2. It is not possible in case of higher level Jobs
3. Boredom may lead to mistakes and accidents
4. Due to lack of motivation, workers may remain Absent and increase in employee Turnover.

2. Job Rotation :-

It refers to the practice of moving employee from one Job to another to Promote experience and variety

A workers doing routine Job may transferred to another Job for certain period and may then return back to the original Job.

Example :- i) An Administrative employee might spend part of the week looking after the reception area of a business, dealing with the Customers and enquiries

ii) A dress designer at a bridal shop may work as a Sales consultant

iii) A cashier in bank may be transferred to the data entry Job in the Accounts department. [HDFC Bank 6 months rotation - Cashier, Token counter, passbook issue]

iv) A spot welder on production line shifted to maintenance or tool shop.

* Advantages of Job Rotation

- i) It reduces monotony of doing routine jobs.
- ii) It improves knowledge and skills of different jobs.
- iii) It may help to identify the most suitable person for a particular job.
- iv) Job rotation generate higher job satisfaction.
- v) It reduce Absenteeism and labour Turnover.

* Disadvantages of Job Rotation

1. It create Problem of adjustment with different types of Jobs.
2. Some workers may refuse to accept Job rotation, which may affect employee-management relations.
3. It increases training costs.
4. Supervisor's may have to spend more time in monitoring the work of newly rotated employees.

3. Job Enlargement :-

It refers to horizontal Expansion of the Job. It increases the scope of Job. more tasks are added to the existing Job.

Example :- i) Salesman whose job is to obtain orders may given additional Job of Securing payment from credit sales and handling customer complaints.

- * ii) In small restaurant The person who clean the table can clean dishes, clear the floors.

* Advantages of Job Enlargement

1. It bring more rewards to the employee
2. It reduce boredom and monotony
3. It brings Job Satisfaction
4. Some employees take pride in performing variety of jobs.

* Disadvantages :-

- i) Most employees may resent [don't like] Job enlargement as it puts additional burden on them.
- ii) It may lead to fatigue of the workers which affect productivity
- iii) It lead to stress on account of work load.
- iv) There are chances of errors and mistakes because of confusion over different types of jobs.

4. Job Enrichment :-

It refers to vertical expansion of the job. It is a clever strategy that makes employees more productive.

Example :- A Junior manager who implements a particular plan framed by the superior may be given additional charge of preparing the plan, implementing it and periodic monitoring of the same.

ii) Head of the department assigned their duties to members to make them understand how to handle the duties.

* Advantages

- i) It increases Job depth,
- ii) It helps to improve quality of work output and employee motivation
- iii) It brings higher recognition and rewards to the employee including Promotion.
- iv) Interesting and challenging tasks can be a source of Job Satisfaction

* Disadvantages

- i) Job enrichment requires greater authority and freedom to the employee. Thus, employee misuse the Authority
- ii) It is difficult to implement in Govt. Organisations.

5. Job Flexibility :-

Employees have the flexibility in designing the nature of their work performance.

The Organisation is more interested in the results rather than mere activities.

Example:- In a College, the professors are given certain syllabus to complete within a certain time frame. Some colleges give complete freedom and flexibility to the professors to cover up the syllabus in any method that makes more effect on students.

* Recruitment

* Meaning: Recruitment is a process of searching and attracting candidates to apply for job in the company.

It is a process of finding and hiring the best qualified candidate.

It is the overall process of attracting, shortlisting, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organisation.

Definition :-

In the words of Edwin Flippo)
"Recruitment is a process of searching for prospective employees and stimulating them to apply for jobs."

* Sources of Recruitment



The areas of recruitment from which the potential employees can be attracted to apply for the job.

* Two sources of Recruitment

A] Internal sources

B] External sources

A] Internal sources

1. Promotion :-

When a vacancy arises at higher level, ^{level} qualified and experienced Employee :-

from within the company can be promoted at higher level.

Example :- If Senior manager retired the Junior manager will be promoted to the particular vacant post.

2. Retired Managers :-

Retired Managers may be recalled, especially for a short duration, when it is difficult to find a suitable candidate for the post from which the manager has retired.

Example :- Young mother may retire early to take care of kids. Once the kids grow up, the company may recall such employees.

3. Former Employees :-

Former Employees who had performed well during their tenure may be called back and higher wages & incentives can be paid to them.

4. Transfer :-

The vacancy can be filled through internal transfers. Existing executive who is experienced and capable of handling the duties in the new department can be transferred.

Example :- If there is vacancy in Sales department, person from Marketing dept can transfer to Sales dept.

5. Internal advertisement :-

The company may also display on its notice boards or on its website or inform the departmental heads of a vacancy at executive levels.

Accordingly, interested candidates may apply for the position.

* Advantages of Internal Sources :-

1. It improves morale of the company personnel.
2. There is no need for induction training especially in respect of company-related information.
3. It develops loyalty of the employees towards the organisation.
4. It is economical as there is no need to advertise the jobs in external media.
5. It is also time saving as there is no need to conduct interviews of several candidates.
6. It is a reliable and easy process.

* Demerits of Internal Sources :-

1. There may be bias or partiality in promoting or transferring personnel from within the company.

2. It prevents outside candidates with innovative ideas, fresh thinking and dynamism from entering the company.

3. It brings the morale down of employees who do not get promoted or selected.

4. It may lead to encouragement to favouritism.

5. It requires well maintained Confidential reports of employees so that the right executive is promoted or transferred.

- B] External Sources

1. Press advertisement :-

Advertisement of the vacancy can be inserted in news paper or Business magazines.

2. Campus Interviews :-

It is the best possible method for companies to select students from various educational institutions. It is easy and economical.

3. Placement Agencies :-

A data Bank of candidate is sent to organizations for their selection purpose and agencies get commission in return.

4. Employment Exchange :-

People register themselves with government employment exchanges with their personal details. According to the needs and request of the organization, the candidates are sent for interviews.

5. Consultants :-

Firms may take the help of consultants to select executive manpower for their organisation.

6. Walk in Interviews :-

These interviews are declared by companies on the specific day and time and conducted for selection.

7. Recommendations :-

The company may also recruit executives on the recommendation from existing managers or other reference groups.

8. E-Recruitment :-

Various sites such as Jobs.com, Naukri.com and Monster.com are the available electronic sites on which candidates upload their resume and seek the jobs.

9. Competitors :-

By offering better terms and conditions to the employee, the Human

Resource managers try to get the employees working in the competitors organization.

* Benefits of External Sources of Recruitment

1. There may be less bias in selection.
2. New Talents get the Opportunity.
3. It offers wider scope in selection as large number of candidates may appear for selection process.
4. It does not require well maintained confidential records.

* Demerits / Limitations of External Sources

1. It may affect loyalty of the existing manpower towards organisation.
2. It requires induction training to the new recruits.
3. It is time consuming due to tests and interviews of large number of candidates.
4. It is also expensive because of advertisements and other expenses.

(It is a Process of choosing right person
↑ for right Job]

* Selection - Process

* The Process of Selection consist of following steps :-

Job Analysis



Advertising The Job



Tests and Interviews



Medical check



Job offer

1. Job Analysis :-

The first step in Selection Process is analysing the Job.

Proper Job analysis helps to advertise the Job properly by clearly stating the duties, qualifications, experience, salary etc. Accordingly, the right candidates may apply for the Job.

2. Advertising the Job :-

The next step is to advertise the Job through various media such as newspapers, internet etc.

The right details about the Job and the Candidate requirement must be given in the Advertisement

3. Initial Screening :-

The Initial Screening can be done of the applications and

Applicant. Usually, a Junior Executive does the screening work. The executives may check on the experience, age, qualification, family background of the Candidate.

4. Application Blank :-

It is a company's format to obtain standard information of every Candidate in respect of biographic, academic, references and Experience.

The Application Blank provides

- * Input for the Interview
- * The basis to reject candidates who do not meet eligibility criteria.

5. Tests :-

Various tests are conducted to judge an ability and experience of the candidates.

The various tests are :-

- * Personality test
- * Intelligence Test
- * Performance test
- * Stress test

6. Interview :-

It is a face to face exchange of views, ideas and opinions between the candidate and interviewer.

The various types of Interview are :-

- * Panel Interview
- * Group Interview
- * Individual Interview
- * Exit Interview

7. Reference check :-

Candidate may be asked to provide references to confirm about the applicant's past life, character and experience.

* Use of Reference check :-

i) To know the character and other details of the candidate.

ii) To cross check false information supplied by candidate.

8. Medical check :-

It is undertaken to :-

- i) check physical fitness of the candidate
- ii) Ensure health and safety of other employees.

9. Final Interview :-

Before making a job offer, the candidates may be subjected to one more oral interview to find out their interest in the job and their expectations.

At this stage, salary and other perks may be negotiated.

10. Job offer :-

This is the most crucial and final step in selection process. A wrong selection of a candidate may make the company to suffer for a good number of years.

Company should make a very

important decision to offer right job to the right person.

* Techniques of E-Selection

The E-selection refers to online selection of employees. It is the process of hiring the potential candidates for the vacant job positions, using the electronic means, through the internet.

E-selection includes the process of identifying the prospective candidates, conducting tests and interviews online and selecting the right candidates as per the job requirement.

→ The job vacancies are advertised on the world wide web.

* Methods/Techniques of E-Selection

1) Online Applications :-

Potential candidates can make job applications online with qualifying details with reference to biological data, qualifications, experience etc.

2. Key word search :-

It is the method of screening the applications received online with the help of software to locate key words that may be used by the candidate in the resume.

Example:- The key words may relate the experience of the candidate in terms of number of years, qualifications that are relevant to the job. (For Marketing Manager - MBA in marketing)

3. Online Testing:-

Under online testing, applicants can access test questions on a website, answer and submit their responses to the prospective employers.

Various test can be conducted online depending on the type of the job. The various tests may include:-

- i) Performance Test
- ii) Aptitude Test
- iii) Perception Test
- iv) Interest Test

4. Online Interviews:-

Communication technology enables live interactions between the candidate(s) and the interviewer(s). The candidates can answer various types of online tests, which may include:-

- i) Formal and Informal Interviews
- ii) Individual and Group Interviews
- iii) Structured and unstructured

The technologies used to conduct applicants' interview online are video-conferencing technology (such as Skype, Video call, whatsapp video calling etc)

5. Online Reference check :-

The candidate provides references (name, address, contact number, e-mail address of two or three persons holding good positions in the society and known to the candidate) in their application so that the recruiter can check candidates' bonafides.

The potential employer may check online or through telephone with the references about the character, experience, qualification of potential candidates.

6. Final Online Interview :-

The employer may conduct a final online interview before the job offer.

The interview may be conducted by a panel of experts or executives of the company. In the final online interview the terms and conditions of job offer are discussed and finalized.

* Advantages of E-selection

1. It is cost-effective as lot of time, money and effort of the employer is saved.

2. Time and effort of the interviewee is also saved.

Example:- The interviewee need not travel to physical place of the interview.

3. The information about Job & Vacancy can reach to a wider section of potential candidates.

4. There is a wider choice of selection of candidates

5. It facilitates the selection of right type of people with the required skills.

* Disadvantages of E-Selection

1) Online selection lacks personal touch.

2) There is a possibility of proxy candidates appearing at the online tests.

3. There are cases of fake online applications, which waste a lot of time of the potential employers.

lakhs of applications received online as lots of potential candidates may post their CV online.

5. There is difficulty in Judging with clarity the body language of the candidates due to poor or low resolution of the internet.

* Distinguish Between :-
Recruitment v/s Selection

Recruitment	Selection
1. <u>Meaning :-</u>	
It is a process of searching for prospective employees and stimulating them to apply for jobs.	It is a process of choosing the most suitable candidate from those who apply for job.
2. <u>Steps Involved :-</u>	
It normally involves - Job analysis - Determining sources - Advertising Job.	It involves :- - Test & Interviews - Medical / Reference check - Job offer
3. <u>Major Factor :-</u>	
Advertising the job is a major factor	Final selection is a major decision.
4. <u>Order :-</u>	
Recruitment precedes selection	Selection follows Recruitment.
5. <u>Purpose :-</u>	
The purpose of Recruitment is to attract candidates to apply for job.	It aims at selecting the right candidate for the right job.

Recruitment

Selection

6. Staff/Line Function :-

Recruitment is done by the HR department. So it is a staff function.

It can be undertaken by concerned department. Thus, it is line function.

7. Time Required :-

Recruitment requires less time as it normally involves Advertising the Job.

Selection is a lengthy process as such it requires more time.

8. Help from Experts :-

It is a simple process and normally does not require help from experts.

It is a complex process and help from experts may be required.

9. Cost Factor :-

It is not expensive as the money is only required for Advertising the Job.

It is expensive as money is spent on employment tests and interviews.

10. Subjective/Objective :-

It is more objective in nature.

It may be subjective due to bias or Partiality in selection.