



# M.I.E.T. ENGINEERING COLLEGE

(Approved by AICTE, New Delhi, Affiliated to Anna University, Chennai)  
UG - CSE, EEE & MECH Programs Accredited by NBA, New Delhi  
Accredited with 'A+' grade by NAAC  
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**BA4203**

**HUMAN RESOURCE MANAGEMENT**

## **COURSE OBJECTIVE:**

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

### **UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 9**

Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

### **UNIT II HUMAN RESOURCE PLANNING AND RECRUITMENT 9**

Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction and Socialization-Theories, Methods and Process.

### **UNIT III TRAINING AND DEVELOPMENT 9**

Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self development – Knowledge management.

### **UNIT IV EMPLOYEE ENGAGEMENT 9**

Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.

### **UNIT V PERFORMANCE EVALUATION AND CONTROL 9**

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

## UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT

### RESOURCES

Basically resources are of three kinds:

**Human ware** - Workers, Supervisors, Managers and other employees directly involved in the organization.

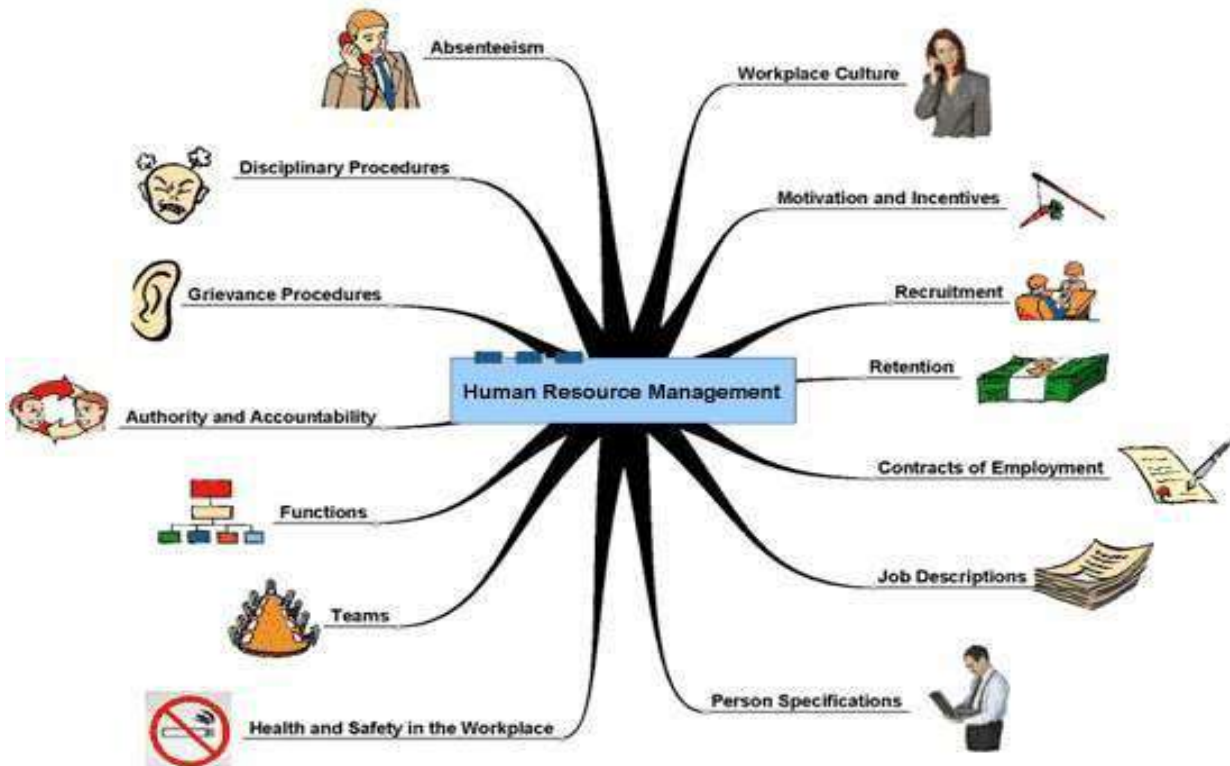
**Orgoware** - Materials, machine, money, infrastructure and organization.

**Info ware** - Knowledge, skill, technology, etc.

### INTRODUCTION:

HR refers to the total knowledge, skills, creative abilities, talents and aptitudes of an organization's work force, as well as the value, attitudes and beliefs of the individuals involved.

### DEFINITION OF HRM



## **NATURE OF HRM:**

- Pervasive In Nature
- Development-Oriented
- People-Oriented
- Action-Oriented
- Integrating Mechanism
- Inter-Disciplinary Function
- Auxiliary Service
- Challenging Function
- Continuous Function

## **FEATURES /KEY ELEMENTS IN HRM**

- Scope is confined to managing people at work in an organization.
- Well-being of individuals and groups are attempted.
- Development of individual and their satisfaction.
- Organizational development and contribution to the organizational objectives.

## **MANAGERIAL FUNCTIONS**

### **POSDCORB**

- ✓ Planning
- ✓ Organizing
- ✓ Staffing
- ✓ Directing
- ✓ Coordinating
- ✓ Reporting
- ✓ Budgeting

## **OPERATIONAL FUNCTIONS**

- ✓ Employing
- ✓ H R Development

- ✓ Compensation
- ✓ Human relations
- ✓ Industrial relations
- ✓ Dissemination of recent trends
- ✓ Coordination with other functional departments.
- ✓

### OBJECTIVES OF HRM:

- Industrial peace.
- High productivity (**Capital investment, Innovation, Learning, Motivation**).
- Better quality of working life of employees (**Autonomy, Recognition, Sense of belongingness, Career prospects & Self-development, Rewards & Benefits**).
- Obtain and sustain competitive advantage (**Empowerment**).

### SCOPE OF HRM:

- Strategic HRM
- Employment
- Development
- Wage / salary Administration
- Maintenance (Integration)
- Motivation
- Industrial Relations
- Participative Management
- Recent Developments in HRM

### IMPORTANCE OF HUMAN RESOURCES

**Enlarging the Scope on Personnel Management:** "Health and happiness", parties and picnics -> recruitment, selection, job design, job analysis, motivation, morale, human development, empowerment of employees, etc.



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### **Focus on Knowledge and Skill.**

**Structure and Size of Enterprise:** Transnational corporations (TNCs) -> Employees come from different countries and nations having dissimilar culture, philosophy and value systems -> Managing a group of heterogeneous people.

**Globalization of Business:** "Relationship network" and "Relationship management".

**Managerial Skills in HRD:** Man himself is very complex, emotional, unpredictable, different personality, expectations and perception. Success of manager depends on the unique way in which he is able to motivate each individual employee. "Task oriented" vs. "people oriented".

**Number of Employees:** Planning, coordination, direction, control and feedback, welfare steps, two-way communication, performance appraisals, objective assessment of task performance, rewards and punishment systems, career planning and promotions, retirement and replacement -> prepare employees to become "self-directed" and "self-controlled".

**Quality of Employees:** More educated and enlightened, economically stable, aware of their rights and privileges, expectation "on-the-job" and "off-the-job" are high.

**Empowerment of Employees:** Ordinary employees give extra-ordinary performance. The "missing link" between enlightened and motivated employee and organizational success.

Being competent enough to reach the level of **innovation and, creativity**;  
Having genuine interest in the job or work he is doing; Strong commitment to meet the organizational objectives.

**Government Intervention:** Industrial Revolution, Social Revolution, Consumerism Movement, Legislations like "Factories Act" "Bonus Act", "Minimum Wages Act", "Industrial Disputes Act".etc.

**Social Orientation:** Business organisation derive services from one section of the society and deliver services to another section of the society -> Trustee of Society. "Social responsibility", "Social responsiveness", "Environmental Sensitivity".

**Reservation Issues:** Disadvantaged sections vs. merit in selection and promotion.

**Manpower Costs:** Minimise manpower costs and at the same acquire and retain



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talented employees at attractive compensation.

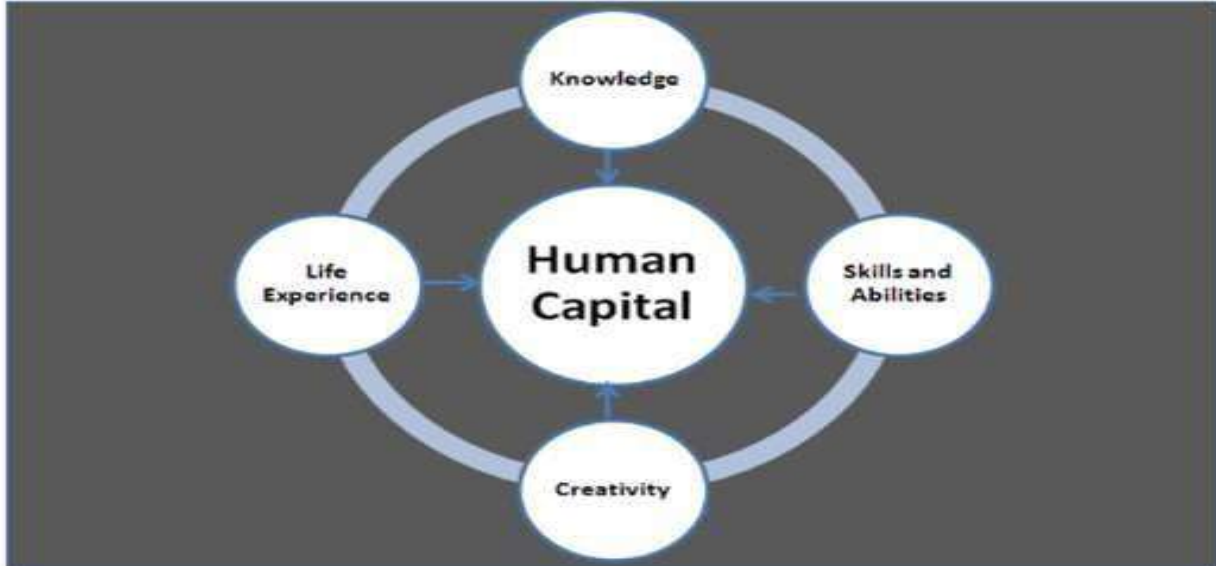
### EVOLUTION OF HRM

Period	Development Status	Outlook	Emphasis	Status
1920s–1930s	Beginning	Pragmatism of capitalists	Statutory, welfare, paternalism	Clerical
1940s–1960s	Struggling for recognition	Technical, legalistic	Introduction of techniques	Administrative

1970s– 1980s	Achieving sophistica tion	Profession al, legalistic, imperson al	Regulator y, conforming , imposition of standards on other functions	Managerial
1990s	Promising	Philosoph ical	Human values, productivit y through people	Executive

## EVOLUTION OF HRM

- HRM, a relatively new term, emerged during the 1970s. Many people continue to refer
- to the discipline by its older, more traditional titles, such as personnel management or
- personnel administration
- Elsewhere, human resources in organization's received the managements' attention
- much earlier
- Experts of HRM in our country have tried to chronicle the growth of the subject only
- since the 1920s
- The aftermath of the Second World War and the country's political independence



The last 20 or 30 years of the twenty-first century have witnessed

- an increased importance on changing demographics and increasing shortages of
- workers with the needed capabilities.
- The top HRM professional at most companies today has vice-president or
- executive vice-president status and is a contributing member of the
- organization's executive committee or the executive body composed of
- key top
- managers that makes policy decisions and sets corporate strategy.





## HUMAN CAPITAL

- Human capital is an intangible asset not listed on company's balance sheet.
- Human capital is said to include qualities like an employee's experience and skills.
- Since all labor is not considered equal, employers can improve human capital by
  - investing in the training, education and benefits of their employees.
- Human capital is perceived to have a relationship with economic growth,

- productivity and profitability.
- Like any other asset, human capital has the ability to depreciate through long periods
- of unemployment and the inability to keep up with technology and innovation.

## FACTORS THE DETERMINE HUMAN CAPITAL

- Skills and qualifications
- Education levels
- Work experience
- Social skills – communication
- Intelligence
- Emotional intelligence
- Judgement
- Personality – Hard working, harmonious in an office
- Habits and personality traits.
- Creativity, ability to innovate new working practices/products.
- Fame and brand image of an individual. (e.g. celebrities paid to endorse a product.)
- Geography – Social peer pressure of local environment can affect expectations and attitudes.

## IMPORTANCE OF HUMAN CAPITAL

- Structural unemployment
- Quality of employment
- Economic growth and productivity
- Human capital flight
- Limited raw materials

- Sustainability

## **STRUCTURAL UNEMPLOYMENT**

- Individuals whose human capital is inappropriate for modern employers may struggle to gain employment.
- A major issue in modern economies is that rapid industrialization has left many manual
- workers, struggling to thrive in a very different labour market.

## **QUALITY OF EMPLOYMENT**

In the modern economy, there is increasing divergence between low-skilled, low-paid temporary jobs (gig economy). High-skilled and creative workers have increased opportunities for self-employment or good employment contracts.

## **ECONOMIC GROWTH AND PRODUCTIVITY**

Long-term economic growth depends increasingly on improvements in human capital. Better educated, innovative and creative workforce can help increase labour productivity and economic growth.

## **HUMAN CAPITAL FLIGHT**

An era of globalization and greater movement of workers has enabled skilled workers to move from low-income countries to higher income countries.

This can have adverse effects for developing economies who lose their best human capital.

## **LIMITED RAW MATERIALS**

Economic growth in countries with limited natural resources, e.g. Japan, Taiwan and South East Asia. Rely on high-skilled, innovative workforce adding value to raw materials in the manufacturing process.

## **SUSTAINABILITY**

What we leave to future generations; whether we leave enough resources, of all kinds, to provide them with the opportunities atleast as large as the ones we have had ourselves.



## ROLE OF HR MANAGER

- ✓ Administrative Roles
- ✓ Operational Roles
- ✓ Strategic Roles

### Administrative Roles

- ✓ Policy Maker

- ✓ Administrative Expert
- ✓ Advisor
- ✓ Counsellor
- ✓ Welfare Officer
- ✓ Legal Consultant

### **Operational Roles**

- ✓ Recruiter
- ✓ Training & Motivator
- ✓ Liaison Officer
- ✓ Mediator
- ✓ Employee Champion

### **Strategic Roles**

- ✓ Strategic Partner
- ✓ Change champion

### **Qualities of HR Manager**

- ✓ Technical Skills
- ✓ Personal/Human Skills
- ✓ Conceptual Skills
- ✓ Innovation Skills

### **Technical skills**

- ✓ Analytical ability
- ✓ Educational qualification

### **Personal / Human Skills**

- ✓ Initiative
- ✓ Resourcefulness
- ✓ Depth of perception

- ✓ Maturity in judgment

### **Conceptual Skills**

- ✓ Execution
- ✓ Experience and Training

### **Innovation Skills**

- ✓ Creative
- ✓ Professional

## **Challenges of HR Manager**

- ✓ Engaging the workforce
- ✓ Attracting talent to the enterprise
- ✓ Managing Relationships
- ✓ Training & Development strategies
- ✓ Talent Retention
- ✓ Diversity in workplace
- ✓ Employee health and well-being
- ✓ Developing the leaders of tomorrow
- ✓ Managing the turnover rates
- ✓ Maintain the level of productivity
- ✓ Compliance with laws and regulation
- ✓ Embrace inevitable change

## **Human Resource (HR) Policies**

### **Definition**

Human resource policies are formal rules and procedures that dictate how certain matters should be addressed in the workplace, including employee rights and duties.

HR policies are tied to employment law. To avoid non-compliance and penalties from the government, employers must adhere to HR policies.

According to Brewster, 'HR policies are a set of proposal and action that act as reference point managers in their dealings with employees'.

### **Characteristics of HR Policies**

- ✓ Related to Objectives
- ✓ Easy to Understand
- ✓ Precise
- ✓ Stable as well as Flexible
- ✓ Based on Facts
- ✓ Appropriate Number
- ✓ Just, Fair and Equitable
- ✓ Reasonable
- ✓ Review

### **Types of HR Policies**

- ✓ Originated policy
- ✓ Imposed policies
- ✓ Appealed policy
- ✓ General policy
- ✓ Specific policies
- ✓ Written policies
- ✓ Implied policies

### **Formulating of HR Policies**

# HR Trends in the Future of Human Resource Management

 **Startup HR toolkit**  
All HR Docs in One Place





## Today's HR Policies

The year 2021 will go down in history as one of the most difficult years of human life, but as we are taught, where come challenges, there come opportunities. [Covid-19](#) has made a huge impact on the way we live and work. It's the year 2022, and we are still in the middle of the pandemic, and we have to adapt to the post covid world. In this article, we will explain ongoing new HR Trends 2022

Due to this, many businesses have adopted new ways of communication and getting work done. The most challenging part was faced by the HR professionals as almost every single factor of HRM was drastically changed. Every task was shifted to [remotely working](#); even the interview was done online through various video streaming platforms. Online team performance and the virtual meeting became apart of our work-life, which taught us a new way of working. Though some HR trends have been changed, below, you will get the latest HR trends that have changed the dynamics of [Human resource management](#).

Over the past few years, a lot has changed for the HR industry. The work once done by humans is now done via computers. Employees working at offices are now working from home, owing to a global pandemic. All of this has led to the rise of new HR trends 2022 in the HR industry.

- ✓ Remote Working is New HR Trends 2022
- ✓ Remote Learning
- ✓ Upskilling
- ✓ Virtual Team Building Activities
- ✓ Digital Collaboration Platform
- ✓ Digital Tracking
- ✓ Virtual Employee Experience
- ✓ Data-Driven HR

- ✓ Virtual Employee Engagement
- ✓ Automation of Tasks
- ✓ Mental Health Support
- ✓ Mobile-Friendly Recruitment
- ✓ Virtual Reality Breakthrough
- ✓ Productivity
- ✓ Ethical Leadership
- ✓ Getting Back to the Workspace

## Computer Application in HRM

- ✓ E- Recruitment
- ✓ E- Training
- ✓ Electronic performance support system
- ✓ E- Payroll
- ✓ E- Benefit
- ✓ E- Self service human resource
- ✓ E- Time and Labour
- ✓ Telecommuting

## Human Resource Accounting (HRA)

### Definition

According to Flamholtz, 'HRA is the measurement of costs and value of the people for the organization.

HRA is the measurement and quantification of human organizational inputs such as recruiting, training experience and commitment.

According to American Association Committee, HRA is the process of identification and measuring data about human resource and communicating to interested parties.

## Objectives of HRA

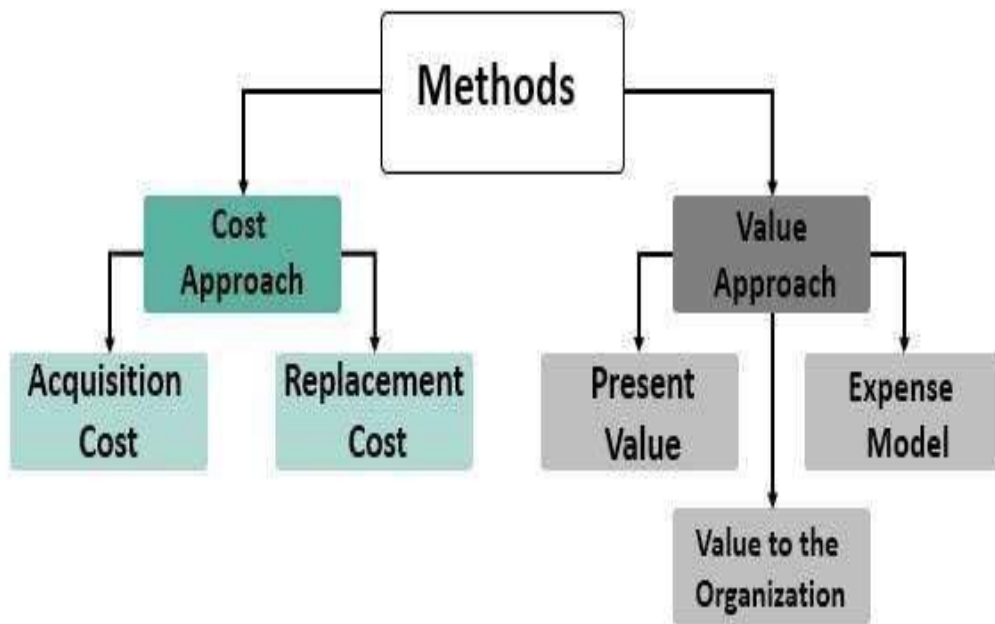
- ✓ Measuring cost related to the human resource of the organization
- ✓ Enabling management to properly plan and budget for training and other services for the human resource.
- ✓ To ensure proper utilization of resources is done or not.
- ✓ Increasing awareness and value about human resources;
- ✓ To proper accounting of retiring benefits and other benefits over the service period;
- ✓ For efficient and better human resource planning;
- ✓ For determining actual cost incurred by the organization on human resources;
- ✓ To determine whether an organization has gained from inputs put on human resources, training, recruitment, and other facilities.
- ✓ To aid top management on human resource analysis.

## Importance / Needs/ Benefits of HRA

- ✓ Formulating Policies and plans for human resources.
- ✓ Decisions regarding cost and benefits from human resources.
- ✓ Determining the training and development cost;

- ✓ Determine or ensure proper utilization of resources.
- ✓ Determine the value of human resources and benefits from it.
- ✓ Aid to top management regarding cost reduction and planning programs.
- ✓ Determining the value of critical employees and benefit from it.
- ✓ Productivity can be increased.
- ✓ Helps management in employment and utilization of human resources in a cost-effective manner.
- ✓ Helps management in deciding promotion, demotion, transfer

## Human Resource Accounting



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## Cost Approach Method

### Acquisition Cost Method

In the acquisition cost method, organizations capitalize on all costs related to human resources (like training, welfare, and another cost) of the organization and amortize it in the **profit and loss account** throughout from appointment till retirement.

### Replacement Cost Approach

This method is used to determine whether to keep working or replace the worker. It considers the cost of replacing the human resource or employee. This method also helps in determining whether the appointment of employees is beneficial to the organization or not.

## Value Approach Method

### Present Value Method

In this method, the **present value** of all future benefits to employees is determined to know whether the organization can afford the cost and can be able to gain in the future from cost incurred on HR.

### Value to the Organization Method

In this method, the most valuable employee of the organization is determined and measured whether the organization is earning premium profits from the services of that employee and helps in finding the value of that employee.

### Expense Model Method

This method divides the employees into two categories: Decision-making category and decision execution category, and then determine the actual cost incurred on both categories and determine whether it is beneficial to the organization or not.

## Human Resource Audit

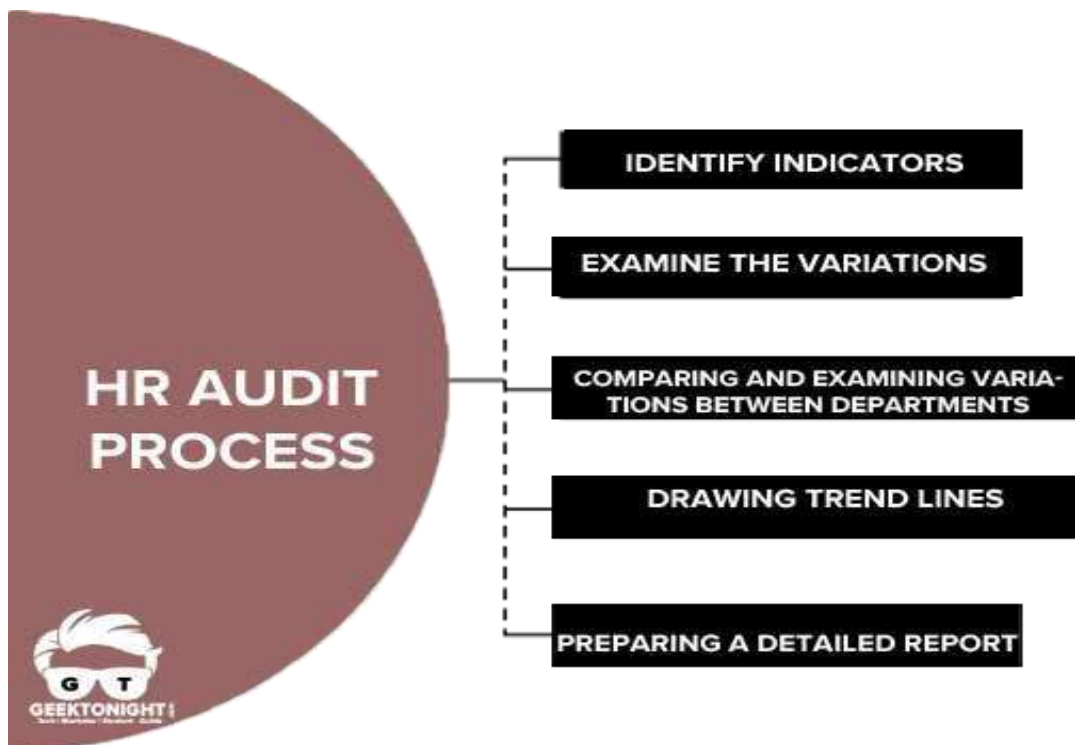
It's like an annual health check-up, it plays a vital role in encouraging the sense of confidence in the Management and the HR functions of an organization.

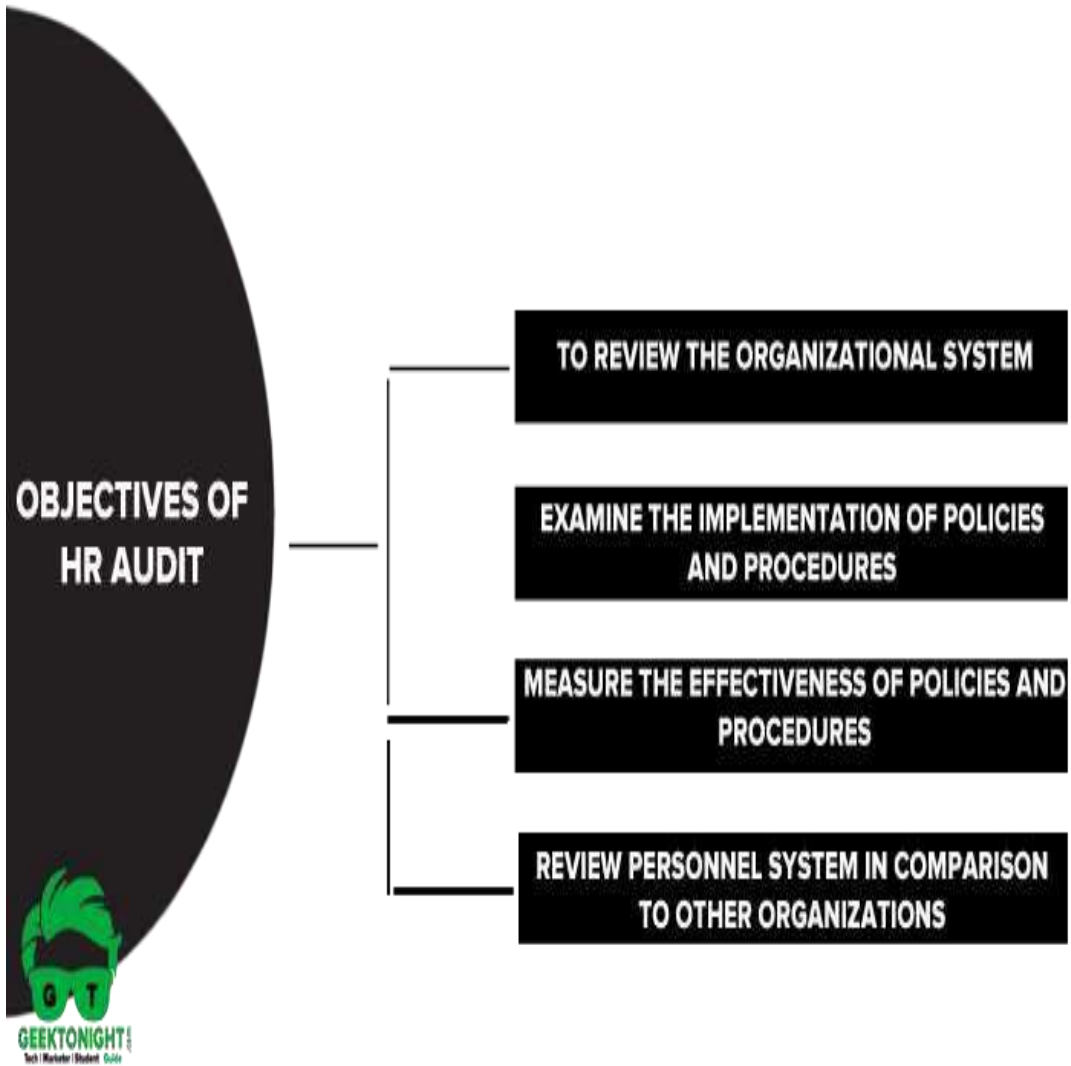
It is a comprehensive evaluation of existing HRD strategies, systems, styles, skills, and culture, and their appropriateness to achieve the short term and long term goals of the organization.

### What is HR Audit?

**HR Audit** defined as the systematic verification of job analysis and design, recruitment and selection, orientation and placement, training and development, performance appraisal and job evaluation, employee and executive remuneration, motivation and morale, participative management, communication, welfare and social security, safety and health, industrial relations, trade unionism, and disputes and their resolution.

It is very useful for the organization to achieve the organizational goals and also a vital tool which helps in assessing the efficiency of HR functions in the organization.







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### Types of HR Audit

- ✓ Legal Compliance Audit
- ✓ Departmental
- ✓ Salary and Working Hours
- ✓ Safety
- ✓ Hiring
- ✓ Employee Training
- ✓ Benefits & Compensation Package
- ✓ Policies
- ✓ 1-9 Audit

### HR Audit Checklist

- ✓ Employee Records
- ✓ Employee Handbook
- ✓ Hiring & On boarding Process
- ✓ Compensation
- ✓ Performance Evaluations
- ✓ Benefits
- ✓ Traini





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## **UNIT II HUMAN RESOURCE PLANNING AND RECRUITMENT**

### **Human Resource Planning**

“A process by which an organization should move from its current manpower position to its desired manpower position”

-EWW

### **Objectives of HRP**

- ✓ To meet the needs of expansion, diversification
- ✓ To recruit and retain human resource
- ✓ To foresee impact of environmental influences
- ✓ Assess surplus and shortage
- ✓ To maintain optimum level and structure
- ✓ To make best uses of human resource
- ✓ Estimate manpower costs.

### **NEED**

- ✓ Planning aspects of personnel related issues
- ✓ Sufficient supply of human resources
- ✓ Satisfaction of individual's and organizational needs



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- ✓ Foreseeing the possibility of development of human resources

### **Benefits of HRP**

- ✓ Checks the corporate plan
- ✓ Offsets uncertainty and change
- ✓ Advancement and development of employees
- ✓ Anticipates future requirements inclusive of cost
- ✓ Holistic (linkage to other plans)
- ✓ One of the factors for proper planning thereby increased productivity.

### **Importance of HRP**

- ✓ Forecasting HR requirement
- ✓ Effective management change
- ✓ Realizing organization goals
- ✓ Promoting employees
- ✓ Facilitates economic development
- ✓ Helps fill the gap

### **Factors Affecting HRP**

#### **External Factors**

- ✓ Govt. Policies
- ✓ Level of economic development



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- ✓ Business environment
- ✓ Information technology
- ✓ Level of technology
- ✓ International environment.

### Internal Factors

- ✓ Strategies of the company
- ✓ HR Policy of the company
- ✓ Formal & Informal Groups
- ✓ Job Analysis
- ✓ Other departmental policies
- ✓ Trade unions
- ✓ Time and other resources.

### Process, Problems and Limitations of HRP

#### Long Term and Short Term Planning

Short-Term:

Upto 12 months

Day-to-day & week-to-week assignments, detailing of programs, responsibilities, cost-time schedules, profitability analysis.

#### Intermediate

1-3 years

Forecasting, deployment of resources, evolution of organization, development of products/



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services.

### Long Term

3-5 years

Analysis of external factors, Projections, KRA,(KeyResult Area) Competitive edge.

### Process

- ✓ Analyze corporate and unit level strategies
- ✓ Demand forecasting
- ✓ Supply forecasting
- ✓ Estimating net HR requirements
- ✓ In case of surplus ..... re-deployment, retrenchment, layoff
- ✓ In case of shortage ... forecast requirements
- ✓ Plan for recruitment, development, internal mobility
- ✓ Alternative plans for future depending upon possible scenarios.

### Problems / Limitations

- ✓ Resistance by employers and employees
- ✓ Uncertainties
- ✓ Inadequate HRIS (Human resource Information system)
- ✓ Outsourcing phenomena
- ✓ Contingencies in time-bound projects especially IT and ITES. (Information Technology Enabled Services)



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### Calculating Potential Addition

- ✓ Transfers
- ✓ Promotions
- ✓ Demotions
- ✓ New Hires

### Calculating Potential Losses

- ✓ Voluntary Quits (Resignation)
- ✓ Deaths (In harness)
- ✓ Dismissals
- ✓ VRS
- ✓ Discharges
- ✓ Retirement (Superannuation)
- ✓ Promotions out
- ✓ Demotions out
- ✓ Transfers out.

### Overall Calculation

Inventory at a future date

$$= \text{[Present inventory as on date + Potential Additions - Potential Losses]}$$

## Forecasting Human Resource Requirement

### Definition



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Forecasting HR requirement – HR planning is essential to determine the future HR needs in an organization. It would be difficult to have the services of the right kind if people at the right time.

### **Technique for forecasting HR Requirement or Demand**

- ✓ Trend Analysis
- ✓ Ratio Analysis
- ✓ Computerized Forecast
- ✓ Delphi Technique
- ✓ Regression Analysis
- ✓ Managerial Judgment
- ✓ Workforce Analysis
- ✓ HR Budget & Planning Analysis
- ✓ Workload analysis
- ✓ Job Analysis

### **Trend Analysis**

In its one of the most commonly used approaches for forecasting HR demand. The forecast is based on the past relationship between a business factor related to employment level.

### **Ratio Analysis**

Another Approach ratio analysis means making forecast based on the ration between,

1. Some casual factor (like sales volume)
2. The number of employees required (e.g. number of scale people)

### **Computerized Forecast**

**Computerized Forecast** is the determination of future staff needs by projecting a firm's



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scale, volume of production, using computers and software packages. Employees are also use computerized systems to personnel requirements.

### **Delphi Technique**

This is more economical if they are assigned to different location. It is originally developed as a systematic, interactive forecasting method. It also can improve the quality of decision making by minimizing personality conflicts and preventing the group member decision process.

### **Regression Analysis**

Regression Analysis identifies the movement of two or more inter related series. It is used to measure the dependent variables and independent variable.

### **HR Budget & Planning Analysis**

This Approach is through budget & planning analysis. When new venture complicate employment planning, planners can use new venture analysis. New venture requires planners to estimate Human Resource needs.

### **Workforce Analysis**

It means to determine the rate inflow and outflow of employees. It is calculate the labor turnover rate, Absenteeism rate etc.,

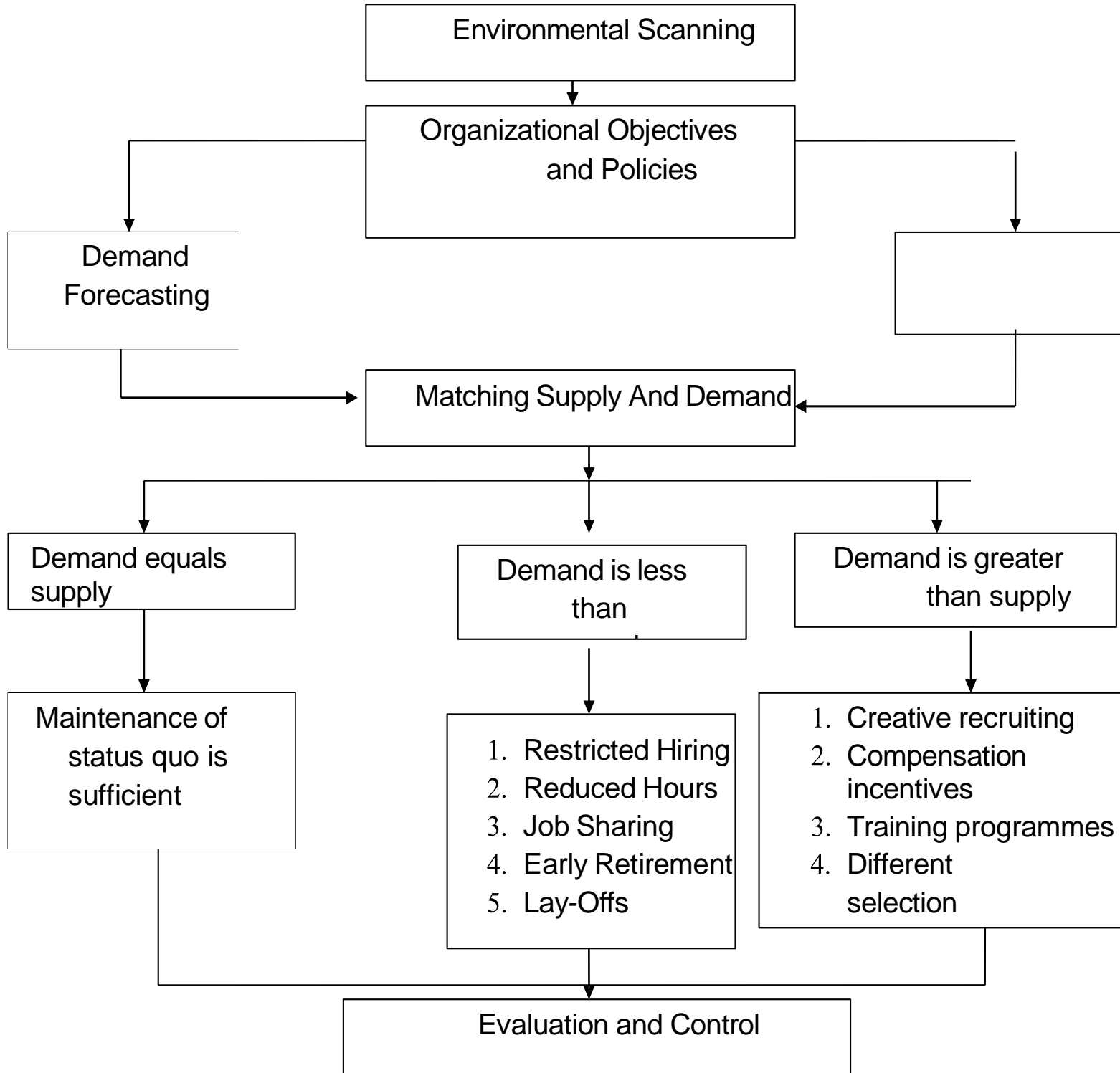
### **Workload Analysis**

It is a method workload analysis involves use of ration to determine HR requirements. Both the no. of employees and the kind of employees required to achieve organizational goals and identified.

### **Job Analysis**

Job Analysis helps in finding out the abilities or skills required to do the jobs efficiency. Job Analysis includes two things i.e.

- i) Job Specification
- ii) Job Description





## Environmental scanning

The HR planning process is influenced by environmental of business. Environmental scanning provides a better understanding of the context in which HR decisions are/will be made. It helps HR planners identify and anticipated sources of problems, threats, opportunities that should drive the organization's strategic planning.

## Organizational objectives and policies:

After scanning the environment, objectives and strategic plans of the organization are analyzed. Plans concerning technology, production, marketing, finance, expansion, and diversification give an idea about the volume of future work activity.

## Forecasting human resource requirements ( demand forecasting )

Demand forecasting is the process of estimating the future quantity and quality of people required. In making forecast for human resource requirements, all those factors which have impact on the relationship between volume of operation and number of employees must be taken into consideration.

## Purposes of demand forecasting

- ✓ To quantify the jobs necessary for producing a given number of goods; or offering a given amount of services;
- ✓ To determine what staff-mix is desirable in future ;

## Factors determining demand forecasting

- ✓ Anticipated growth of the organization:
- ✓ Budget constraints and allocations:
- ✓ Anticipated turnover in personnel due to retirement, death, transfer,
- ✓ termination of service, promotions, etc.:
- ✓ Introduction of new technology:



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- ✓ Minority hiring goals:

### **Forecasting human resource supply ( supply forecasting )**

HR demand analysis provides the manager with the means of estimating the number and kind of employees that will be required. Supply forecasting measures the number of people likely to be available from within and outside an organization, after marketing allowance for absenteeism, internal movements and promotions, wastage and changes in hours, and other conditions of work.

#### **Purposes of supply forecasting:**

- ✓ To quantify number of people and positions expected to be available in future to help the organization to realize its plans and meet its objectives,
- ✓ To clarify likely staff mixes that will exist in the future.

#### **Factors determining supply forecasting:**

- ✓ Promotions of employees from within the organization:
- ✓ Availability of required talent in the external labour market:
- ✓ Competitions for talent within the industry:
- ✓ Population movement trends:
- ✓ Enrolment trends in vocational schools and colleges and universities:

#### **Internal sources of supply forecasting:**

- ✓ Staffing tables/Manning charts.
- ✓ Markov analysis.
- ✓ Skill inventories.



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- ✓ Wastage analysis.
- ✓ Replacement and succession planning.
- ✓ Cohort analysis.

### **External sources of supply forecasting:**

- ✓ The composition, characteristics and supply of current labour for the organization from external sources.
- ✓ The type of jobs and skills available externally.

### **Factors of consideration in external supply forecast:**

- ✓ Net migration into and out of the area,
- ✓ Individuals entering and leaving the workforce,
- ✓ Individuals graduating from schools and colleges.

### **Matching supply and demand**

Matching the workforce supply forecast with the workforce demand forecast is done to identify the gap and devise a course of action for matching the two.

- ✓ Demand equal supply.
- ✓ Demand is less than supply.
- ✓ Demand is greater than supply.

### **Demand is less than supply**

- ✓ Restricted hiring.
- ✓ Reduce hours.
- ✓ Job sharing.



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- ✓ Early retirement.
- ✓ Lay-offs.

### **Demand is greater than supply.**

- ✓ Creative recruiting.
- ✓ Compensation incentives.
- ✓ Training programs.
- ✓ Different selection standards.

### **Evaluation and control:**

Evaluation and control monitor the effectiveness of human resource plans over time.

- ✓ To identify deviations or to reveal deficiencies.
- ✓ To determine whether long-run planning objectives will be met.

## **RECRUITMENT**

### **Definition**

“Process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization” – Flippo.

“Process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected”.

### **Objectives**

- ✓ Attract people with multi-dimensional skills and experience



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- ✓ Induct outsiders with new perspective
- ✓ Infuse fresh blood at all levels
- ✓ Develop organizational culture
- ✓ Search for global talent
- ✓ Locating people for positions that do not currently exist.

### **Factors Affecting Recruitment Policy**

#### **External Factors**

- ✓ Supply and demand
- ✓ Unemployment rate
- ✓ Labour market
- ✓ Demographic-Political-Social-Legal- Economic environments
- ✓ Company Image
- ✓ ITES ■

#### **Internal Factors**

- ✓ Recruitment policy
- ✓ HRP
- ✓ Size of the firm
- ✓ Cost



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- ✓ Growth and expansion
- ✓ QWL & Organizational culture
- ✓ Trade Unions
- ✓ Company's history.

### **RECRUITMENT TECHNIQUES/ METHODS/ TYPES / SOURCES**

#### **INTERNAL RECRUITMENT**

- ✓ Job Posting (Bulletin Boards, Notice Boards)
- ✓ Circulation of memos
- ✓ In-house magazines, newsletters
- ✓ Word-of-mouth (w-o-m)
- ✓ Data bank
- ✓ Employee Referrals
- ✓ Temporary Worker Pools
- ✓ Unions
- ✓ Promotions and Transfers
- ✓ Dependents of deceased.

#### **EXTERNAL RECRUITMENT**

- ✓ Direct



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- ✓ Indirect
- rd
- ✓ 3 Party.

### DIRECT

- ✓ Scouting
- ✓ Educational Institutions
- ✓ Casual Callers
- ✓ Walk-in
- ✓ Business Alliances
- ✓ Electronic Meeting.

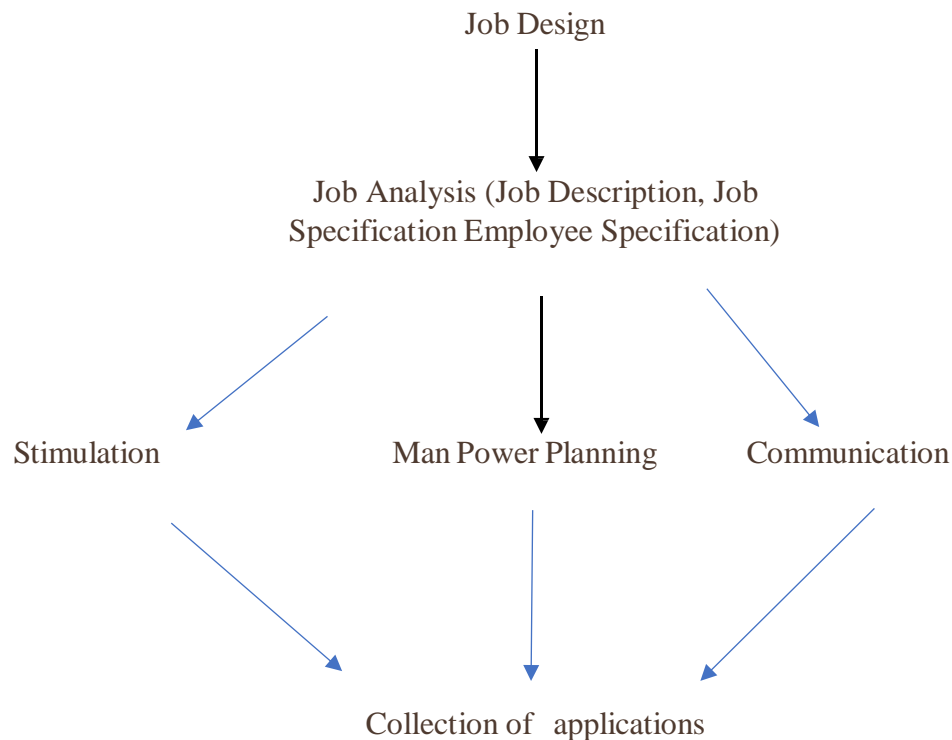
### INDIRECT

- ✓ Advertisements
- ✓ Trade Associations
- ✓ Professional Associations
- ✓ Executive search firms
- ✓ Internet (WWW).

### 3<sup>rd</sup> PARTY

- ✓ Private agencies (Outsourcing)
- ✓ Consultants
- ✓ Data Banks
- ✓ Labour market
- ✓ Employee leasing.

## Recruitment Process



## Advantages

- ✓ Less costly
- ✓ Candidates are already oriented towards the Organization has better knowledge about internal candidates
- ✓ Enhancement of employee morale and motivation – More Goodwill
- ✓ Good performance is rewarded.
- ✓ Benefits of new skills, new talents and new experiences to the organization.
- ✓ Compliance with reservation policy becomes easy
- ✓ Scope for resentment, jealousies and heartburn are avoided
- ✓ Economical in the long run.

## Disadvantages





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- ✓ Abets raiding
- ✓ Current work may be affected
- ✓ Politics plays a great role
- ✓ Morale problem for those not promoted
- ✓ Prevents injection of “new blood”
- ✓ Options may be limited in locating “right talent”
- ✓ Develops self-created isolation
- ✓ Better morale and motivation associated with internal recruiting is denied
- ✓ It is costly
- ✓ Chances of errors
- ✓ Adjustment of new employees to the orgn. culture takes longer time
- ✓ Probability of higher turn-over.
- ✓ Encourages seniority more than merit
- ✓ Probability of subjectivity in promotion.

### Recruitment Cost

Average Source cost per hire =  $[AC + AF + RB + NC] / H$

- ✓ AC = Advertising costs, total monthly expenditure
- ✓ AF = Agency fees, total for the month
- ✓ RB = Referral bonuses, total paid
- ✓ NC = No-cost hires, walk-ins, non-profit agencies
- ✓ H= Total hires.

### SELECTION

#### Meaning

Selection is the process of examining the applicants with regards to their suitability for the given job, and choosing the best from the suitable candidates and rejecting others. Thus, Selection is negative in its application in as it seeks to eliminate as many unqualified applicants as possible in order to identify the right candidates.

#### Definition

According to Steven P. Robbins and Mary Coulter, Selection is the process of job applications to ensure that the most appropriate candidates all hired.



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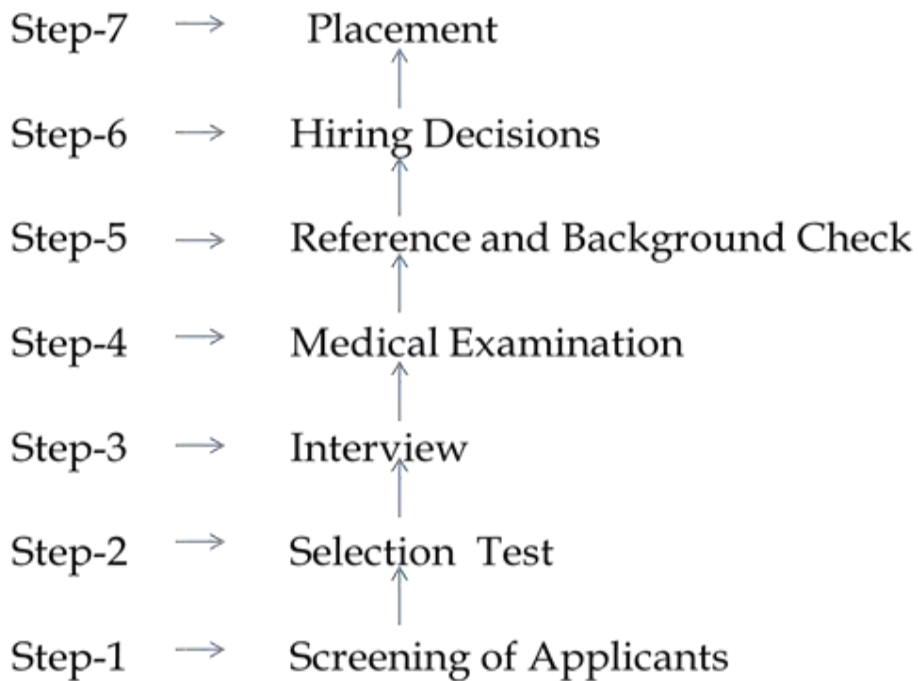
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### PURPOSE OF SELECTION

1. Select suitable candidate
2. Determine applicant's capabilities
3. Place right candidate at right job
4. Generate information about candidates
5. To save cost

## SELECTION PROCESS



(Application Blank)

### INTERVIEW

## Meaning

The interview is a selection technique which enables the employer to view the total individual and directly appraise him and his behavior.

## Definition

According to **Scott**, “An interview is a purposeful exchange of ideas, the answering of questions and communication between two or more persons”.

## Introduction

“It is a planned introduction of employees to their jobs their co-workers and the organization. Robert half said 82% believe that it helps in retaining and motivating employees. It tells about job routines, history, Org rules and regulations, objectives, policies etc.

## The objectives of induction

- ✓ To welcome the new employee, relieve his anxieties and make him feel at home.
- ✓ To develop a rapport between the company and the new employee and make him feel part of the organization as quickly as possible.
- ✓ To inspire the new employee with a good attitude toward the company and his job.
- ✓ To acquaint new employees with company goals, history, management, traditions, policies, department, divisions, products and physical layouts.
- ✓ To communicate to new employee what is expected of them, their responsibilities and how they should handle themselves.
- ✓ To present the basic information the employee wants to know – rules and regulations, benefits, payday, procedures, and general practices.
- ✓ To encourage the new employee to have an inquiring mind, show him how to learn and assist him toward a discipline effort in developing additional knowledge.
- ✓ To provide basic skills, turns and ideas of the business world and help the new employee in human relation.

## Induction process/program/elements

- ✓ The greeting of new employees
- ✓ Information
- ✓ The job
- ✓ The main terms and conditions of employment
- ✓ Company rules
- ✓ Security
- ✓ Health and safety
- ✓ Training and development
- ✓ Employee benefits and facilities
- ✓ Employee representation
- ✓ Layout of the workplace

## SOCIALISATION

### Definition

According to Jablin, “Socialization is the process by which organizational members become a part of or engaged into the culture of an organization.

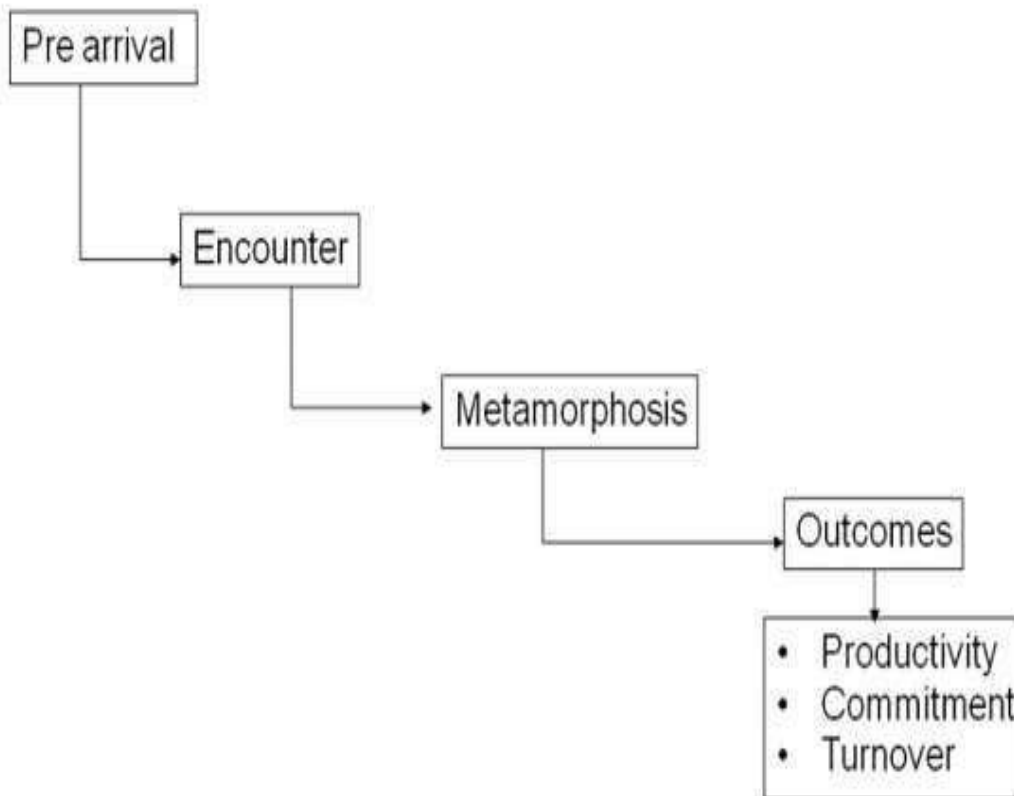
Socialization is the process by which newly – hired employees (newcomers) learn about, adapt to, and come to identify with the organization.

### Contents of Socialization

- ✓ Preliminary learning – Including that learning will be necessary, what to learn, and whom to learn from.
- ✓ Learning about the organization – Including its goals, values, and policies.
- ✓ Learning to function in the work group - Including the values, norms, roles, and friendships within it.
- ✓ Learning how to perform the job - - including the necessary skills and knowledge for a particular job.

- ✓ Personal learning – Learning from experience with the job and organization, including self identity, expectation, self image, and motivation.

### Process of Socialization



## UNIT III TRAINING AND DEVELOPMENT

### What is Training

Training is a process of learning a sequence of programmed behavior. It is the application of knowledge and gives people an awareness of rules and procedures to guide their behavior.

It helps in bringing about positive change in the knowledge skills, and attitude of employees towards the requirements of the job and organization.

### **Definition**

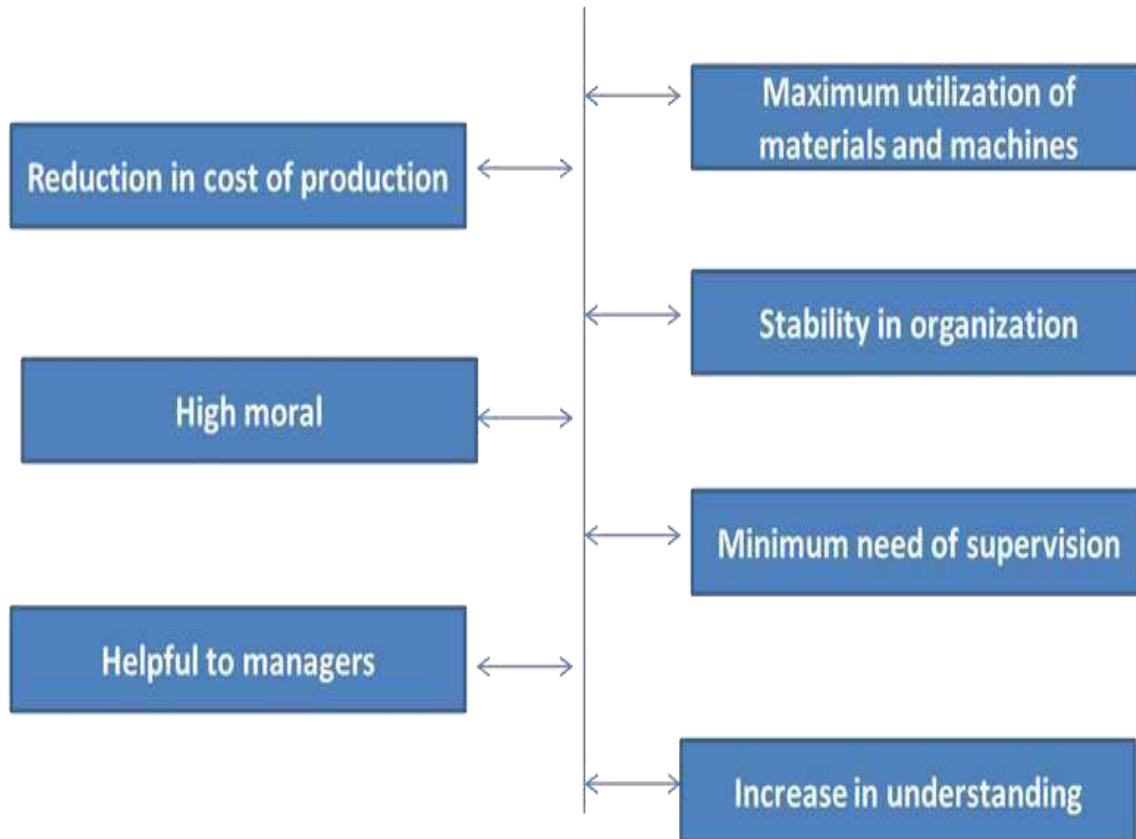
- ✓ According to Edwin B. Flippo “ Training is the act of increasing the knowledge and skills of an employee for doing a particular job.
- ✓ According to H. John Bernardin, ‘Training is the improved employee performance on a currently held job or one related job.’

### Importance of Training

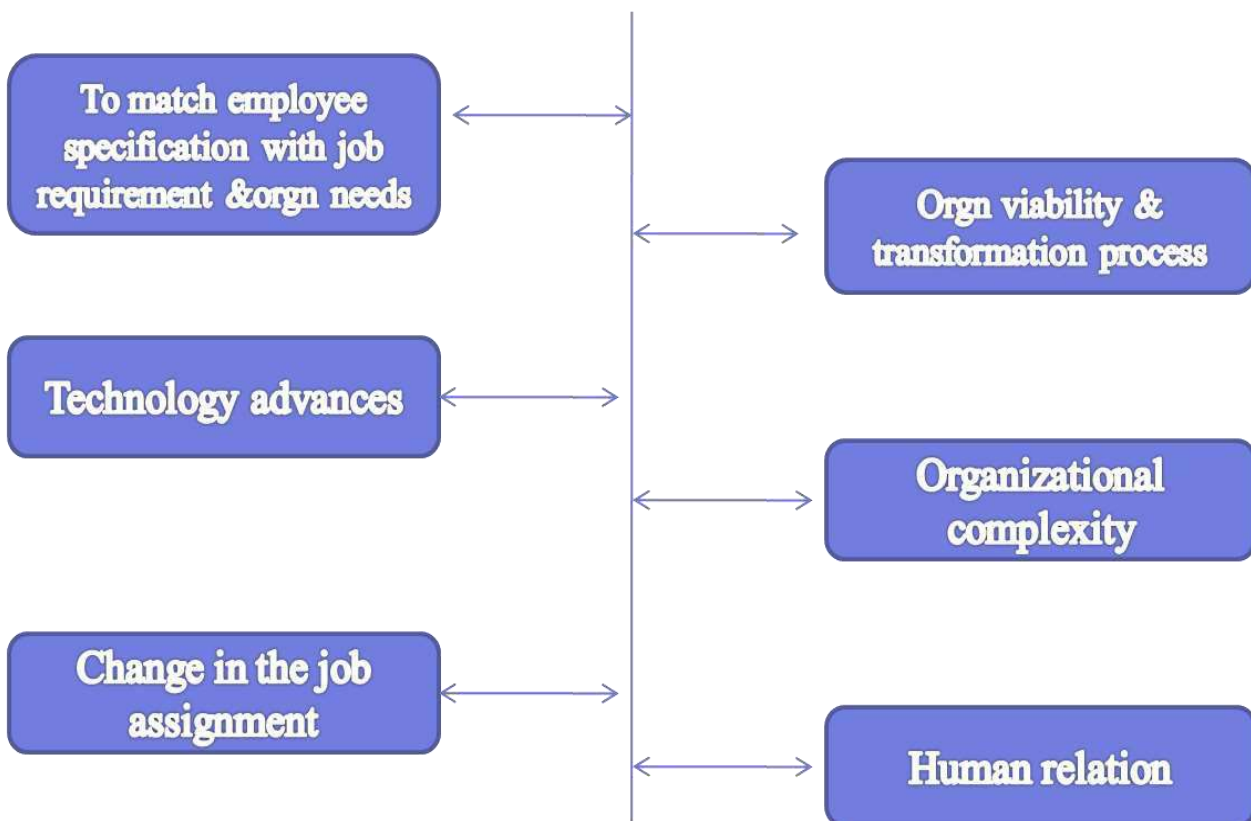
The importance of employee training can best be appreciated with the help of various advantages it offers to both employees and employers.

- ✓ Better performance
- ✓ Improved Quality
- ✓ Less Supervision
- ✓ Less Learning period
- ✓ Personal Growth

# Benefits of Training



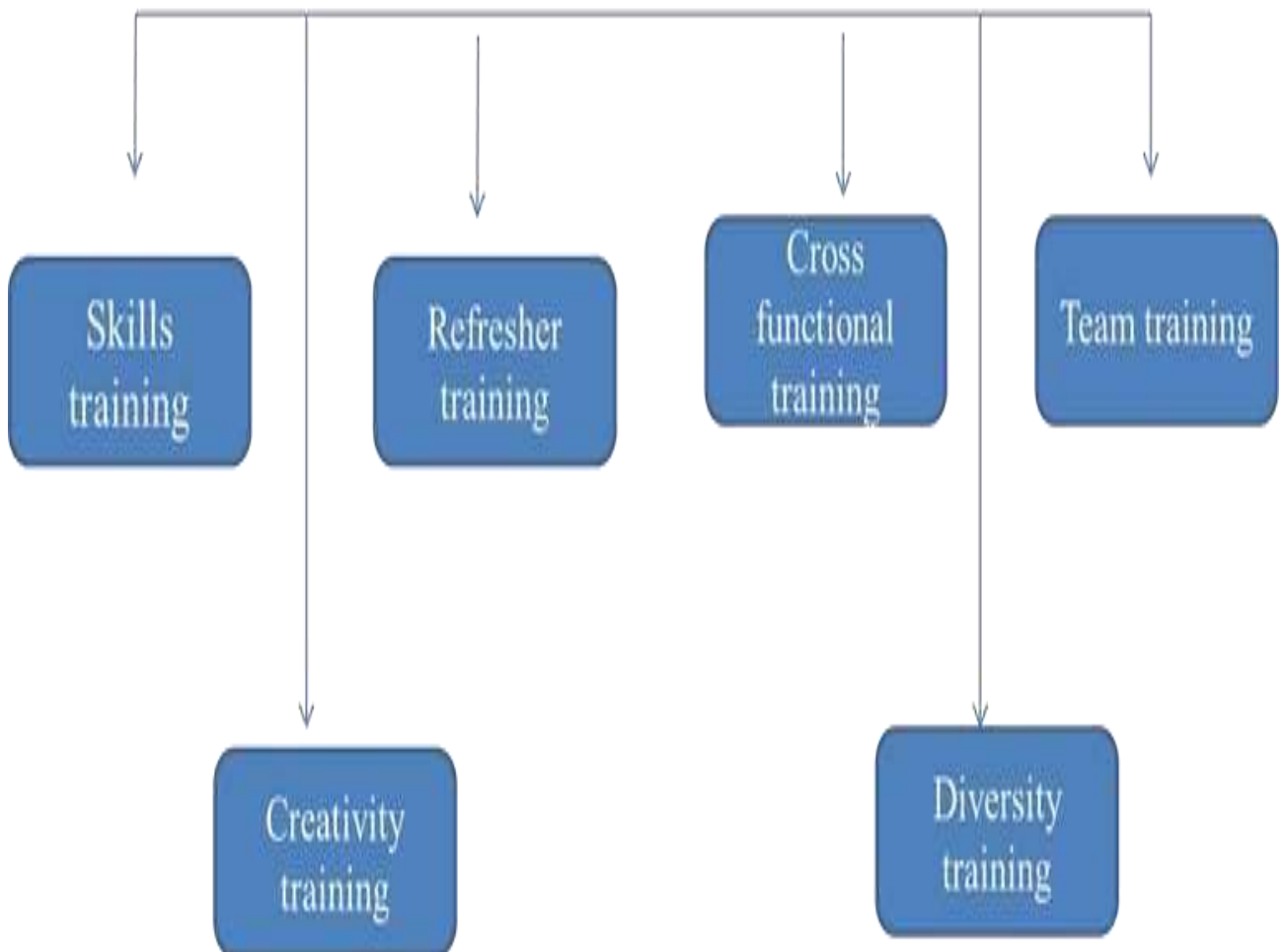
# Need for Training





# Types of Training

## Types of Training

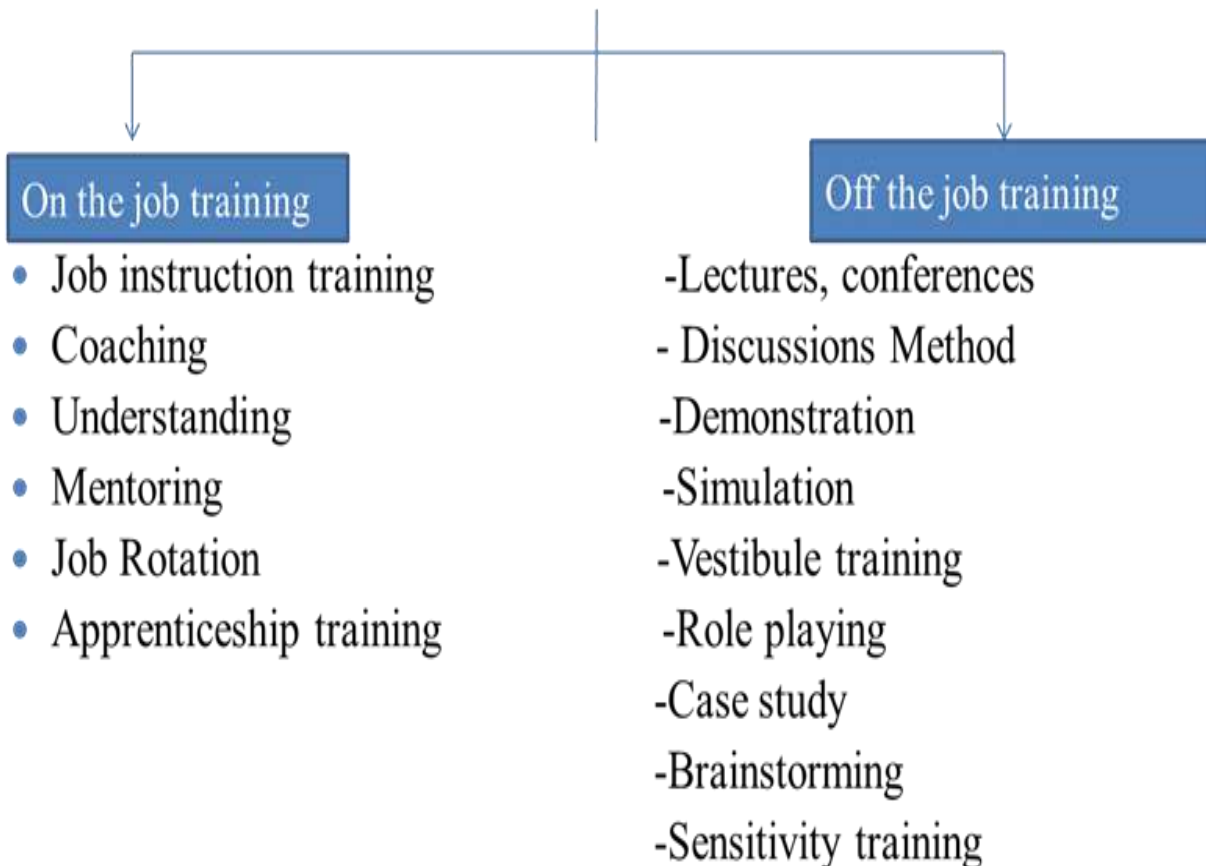


## Process of Training



# Methods of Training

## Methods of Training



## Executive Development Program

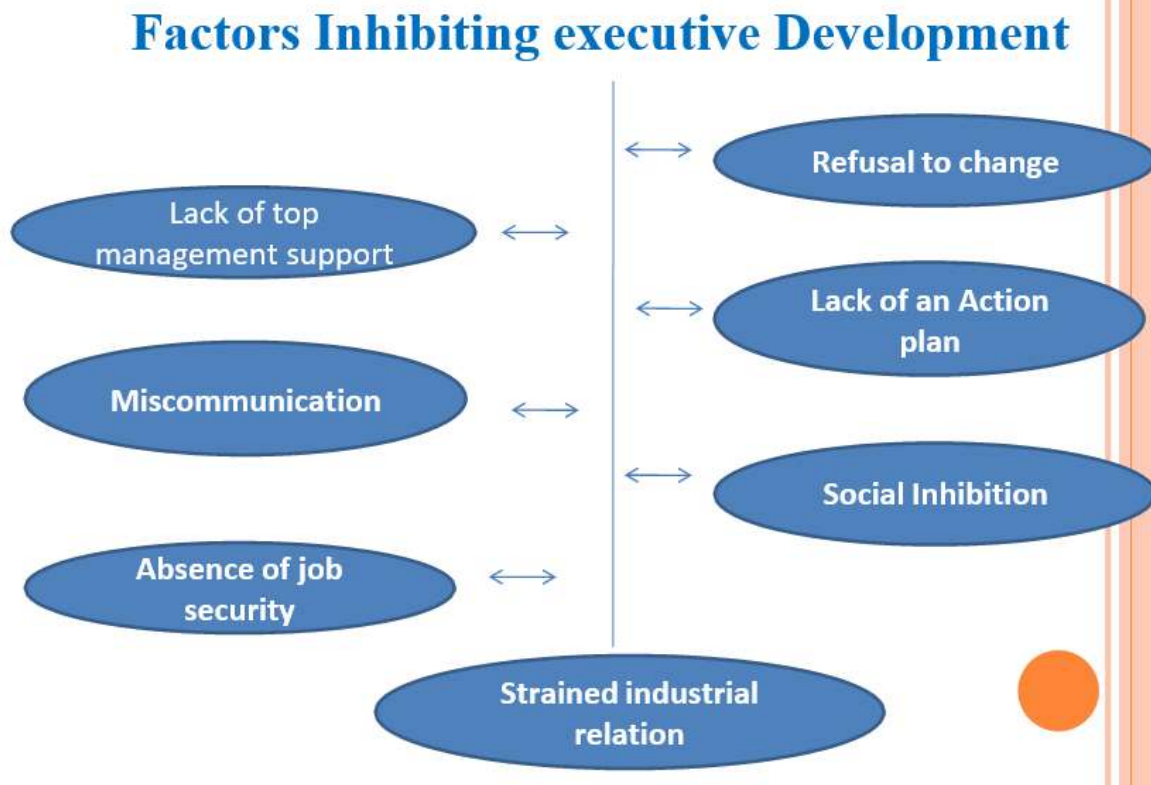
### Meaning

**Executive development or management development** is a systematic process of learning and growth by which managerial personnel gain and apply skills, knowledge, attitudes and insights to manage the work in their organizations effectively and efficiently.

### Definition

According to Flippo ,” Management development includes the processes by which managers and executives acquire not only skills and competency in their present jobs but also capacities for future managerial task”.

## Factors Inhibiting executive Development



## **The importance and Factors influencing executive development**

- ✓ Increase in Complexities and Size of the Organization
- ✓ Shortage of Trained Personnel
- ✓ ethnological Changes
- ✓ Socio Cultural Changes
- ✓ Increased Competition
- ✓ Changes in Labour Management Relation
- ✓ Social Responsibility of Management
- ✓ Increased Professionalism
- ✓ Unending Process

### **Objectives/ Needs/ Benefits of ED:**

- ✓ Knowledge to New Entrants
- ✓ Improving Performance
- ✓ Preparing Managers for Future Positions
- ✓ Preventing Obsolescence
- ✓ Developing Latest Management
- ✓ Opportunities to Executives
- ✓ Optimum Utilization of Managerial
- ✓ Introducing Changes

✓  
▲ **Process of ED:**



## COMMON PRACTICES IN EXECUTIVE DEVELOPMENT

- ✓ Linked to Strategy
- ✓ Top Management Driven
- ✓ Strategy & System
- ✓ Through Front-End Analysis



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- ✓ Custom Designed
- ✓ Leadership Profile
- ✓ Top-Down Implementation
- ✓ Action-Oriented Learning
- ✓ Succession Management
- ✓ Integrated Talent Management System
- ✓ Measurement
- ✓ High Potential Identification and Development

## PROFESSIONAL DEVELOPMENT

**Professional development** often refers to verbal and tactile skills required for maintaining a specific career path or to general skills offered through continuing education, including the more general skills area of personal development. It can be seen as training to keep current with changing technology and practices in a profession or in the concept of lifelong learning.

## Self-Development

### Meaning

- ✓ Self-development is also called personnel development or personal growth, which literally means developing the self or the person.
- ✓ The term self-development is the process by which a person's character or abilities are gradually developed.

## Definition

**According to Boydell**, “Self-development is defined as personal development, with the manager or employee taking primary responsibility for her or his own learning and choosing the means to achieve this”.

**According to Stewart**, “Self-development is defined as individuals improving their knowledge, skills, and abilities through their own self-directed efforts”.

## Stages of Self Development





	Known to Self	Unknown to Self
<u>Known to Others</u>	<p><b>Open</b> (Public knowledge; what I show to you)</p>	<p><b>Blind</b> (Feedback - your gift to me)</p>
<u>Unknown to Others</u>	<p><b>Hidden</b> (Private; mine to share if I trust you)</p>	<p><b>Unconscious</b> (Unknown; new awareness can emerge)</p>

### Common Practices of self-development

- ✓ Overcome your fears
- ✓ Read
- ✓ Learn something new
- ✓ Ask for feedback
- ✓ Observe others
- ✓ Network



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- ✓ Keep a journal
- ✓ Meditate
- ✓ Get a mentor

### **Benefits of Self development**

- ✓ BETTER SELF-AWARENESS
- ✓ HIGHER SELF-ESTEEM
- ✓ GET A CONFIDENCE BOOST
- ✓ LOWER STRESS LEVELS
- ✓ MORE CREATIVITY
- ✓ SENS OF DIRECTION
- ✓ CLARITY ON YOUR GOALS
- ✓ IMPROVED FOCUS ANDEFFECTIVENESS
- ✓ GREATER RESILIENCE
- ✓ YOU BECOME MORE LIKEABLE
- ✓ MORE FULFILLING RELATIONSHIPS
- ✓ YOU INSPIRE OTHERS
- ✓ IMPROVED SKILLS
- ✓ BETTER WORK-LIFE BALANCE
- ✓ IMPROVED CAREER OPPORTUNITIES

✓ EMPOWERMENT

## Knowledge Management

**Knowledge management (KM)** is the process of creating, sharing, using and managing the knowledge and information of an organization. It refers to a multidisciplinary approach to achieving organizational objectives by making the best use of knowledge.

Knowledge Management comprises a range of strategies and practices and used in an organization it identify, create, represent, distribute, and enable adoption of insights and experience.

## Elements of Knowledge Management



### Knowledge Management cycle



## What are the Benefits of Knowledge Management?



**Improved Efficiency**



**Prevent Data Breaches**



**Empower Decision-Making**



**Enhance Customer Service**



**Save Time, Money, and Effort**



## UNIT IV EMPLOYEE ENGAGEMENT

### Compensation Planning

#### Introduction

**Compensation** is a tool used by management for a variety of purpose to further the existence of the company. It is a remuneration that an employee receives in return for his or her contribution in the organization. So, the employee compensation programs are designed to attract capable employees to the organization, to motivate them towards superior performance and to retain their services over an extended period of time.

#### **Meaning and Definition of Compensation According to Wendell French,**

Compensation is a comprehensive term e receives in return for his or her contribution in the which includes wages, salaries and all other allowance and benefits.

#### **Objectives of Compensation Planning**

- ✓ The basic purpose or objective of establishing sound compensation is to establish and maintain an equitable rewards system the compensation management is concerned with the financial aspect of employees need, motivation and rewards.
- ✓ A sound compensation structure tries to achieve these objectives:
- ✓ To attract manpower in a competitive market.
- ✓ To control wages and salaries and labour costs by determining rate change and frequency of increment.
- ✓ To maintain satisfaction of employees by exhibiting that remuneration is fair adequate and equitable. To induce and improved performance, money is an effective motivator.
- ✓ Compensation is used to both employees and employers.

#### **FACTORS AFFECTING COMPENSATION PLANNING**

- ✓ Supply and Demand of Labour
- ✓ Ability to Pay
- ✓ Management's Philosophy
- ✓ Legislation

## VARIOUS MODES / TYPES/CLASSIFICATION OF COMPENSATION

- ✓ Wages and Salary
- ✓ Incentives
- ✓ Fringe Benefits
- ✓ Non- Monetary Benefits

### Reward

According to white & Klein, 'Reward can be defined as something that is perceived as beneficial or advantageous to a particular actor's interest. Reward is a thing given in recognition of service, effort, or achievement.

### Types of Rewards

- ✓ Intrinsic rewards
- ✓ Extrinsic rewards
- ✓ Financial rewards
- ✓ Non-financial rewards
- ✓ Performance based rewards
- ✓ Membership based rewards

### Motivation

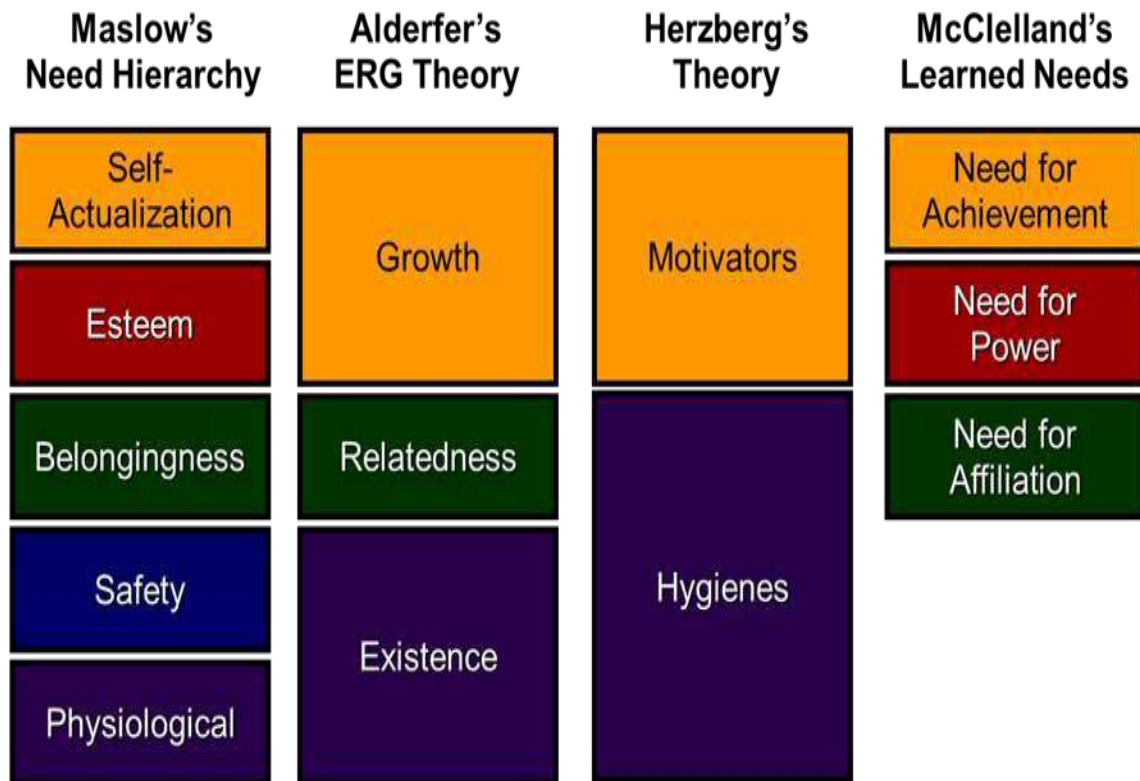
### Meanings

'Motivation' is derived from the word 'motive'. Motivation can be described as the driving force within individuals that propels them to action. This driving force is produced by a state of tension, which exists as the result of an unfulfilled need. Personal motivation affects the initiation, direction, intensity, and persistence of effort.

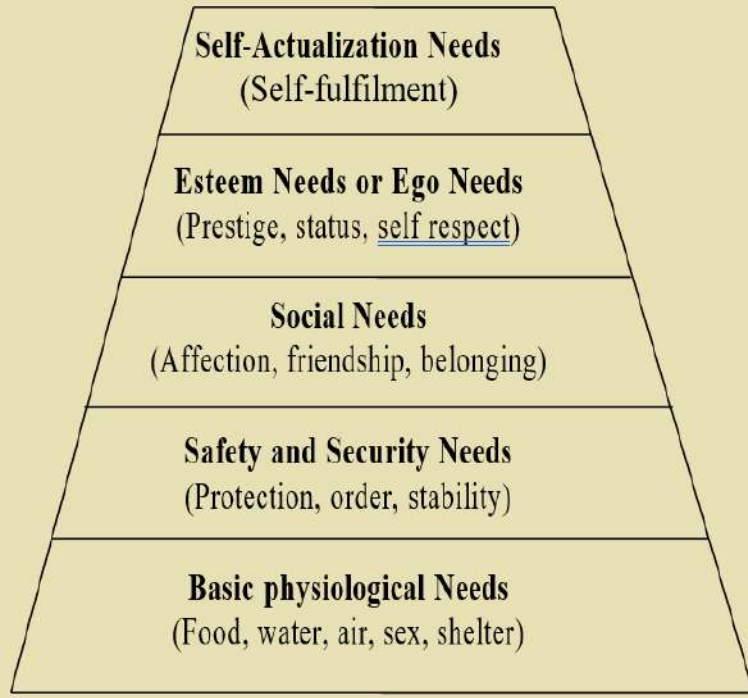
## Definition

According to **S.P.Robbins**, “Motivation is the willingness to exert high levels of effort toward organizational goals, conditioned by the effort and ability to satisfy some individual need”.

# Content Theories of Motivation



♦ **Maslow's hierarchy of needs theories:**

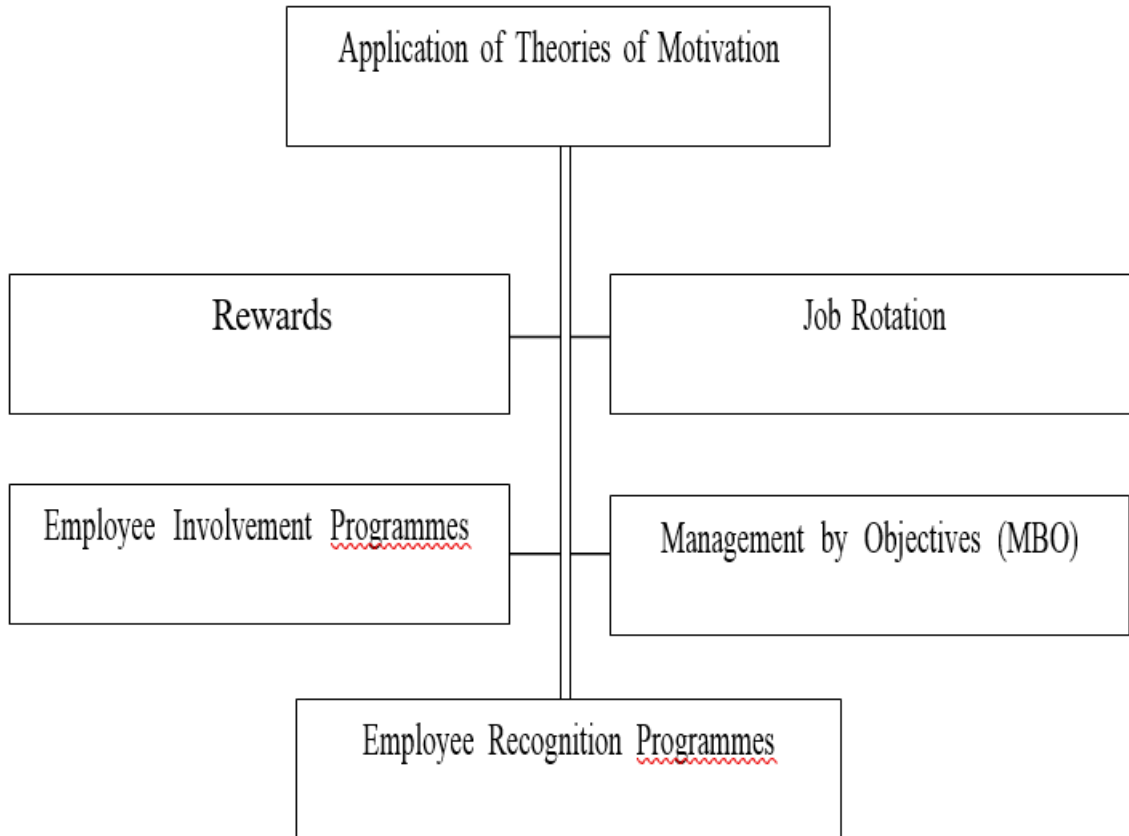


## MCGREGOR'S THEORY X AND THEORY Y

X THEORY	Y THEORY
<ul style="list-style-type: none"> <li>☒ Employee does not like work.</li> <li>☒ He should be compelled, or warned with punishment to achieve goals.</li> <li>☒ A close supervision is required on part of managers.</li> <li>☒ Expect job security.</li> <li>☒ They have little or no aspiration/ambition.</li> <li>☒ Employees generally dislike responsibilities.</li> <li>☒ Employees resist change.</li> <li>☒ Employees needs formal direction.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Employees perceive job as relaxing and normal.</li> <li>✓ No Need of supervision.</li> <li>✓ Employees can use self-direction and self-control.</li> <li>✓ Employees' show loyalty and commitment to organization.</li> <li>✓ Employee can learn to admit and recognize the responsibility.</li> <li>✓ The employees have skills and capabilities.</li> </ul>



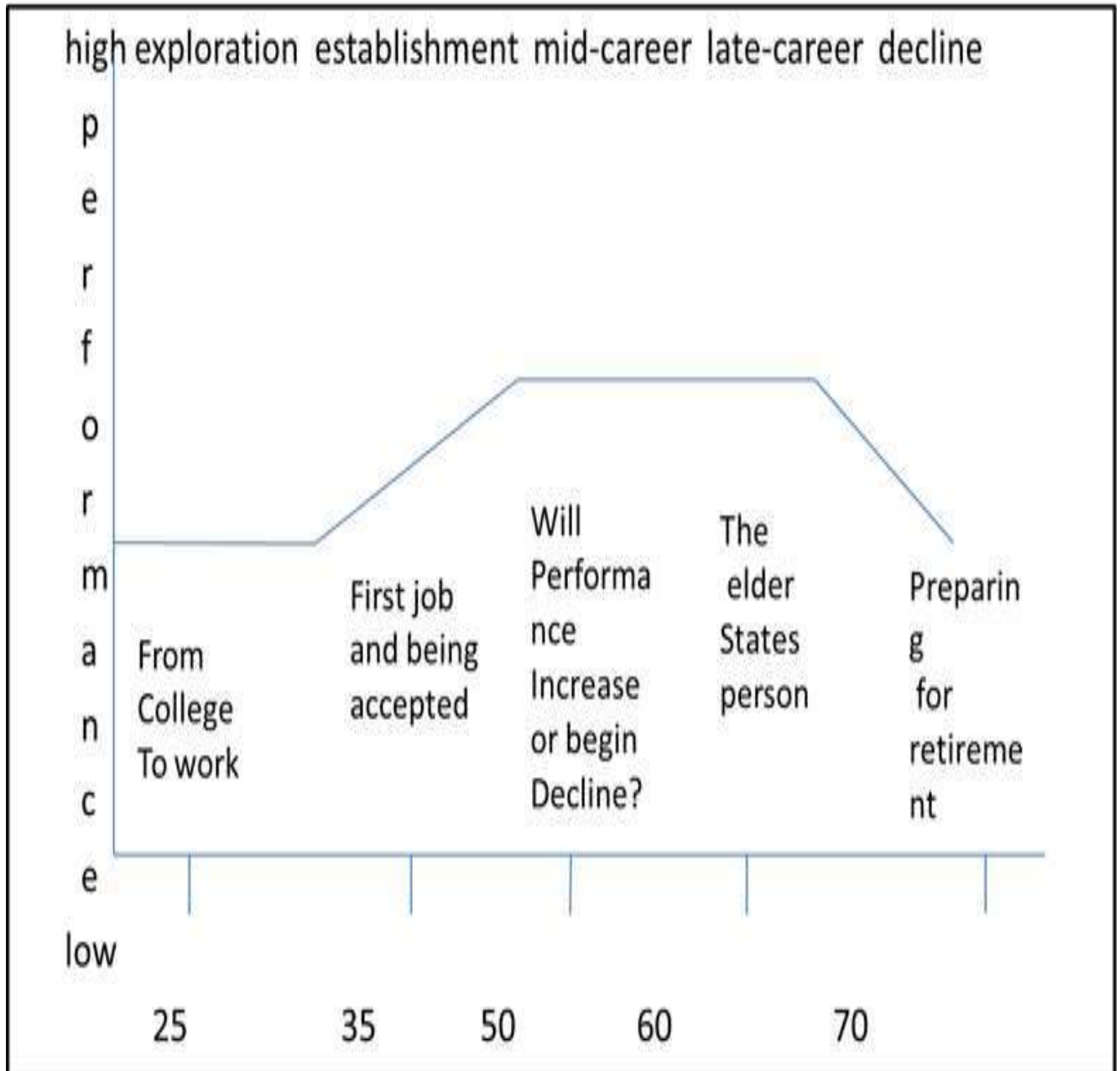
❖ Application Of Theories of Motivation:



## Career

According to vernon zuck career is “The activities and position involved in vocations, occupations and jobs as well as related activities associated with an individual’s lifetime of work”.

# Career stages:

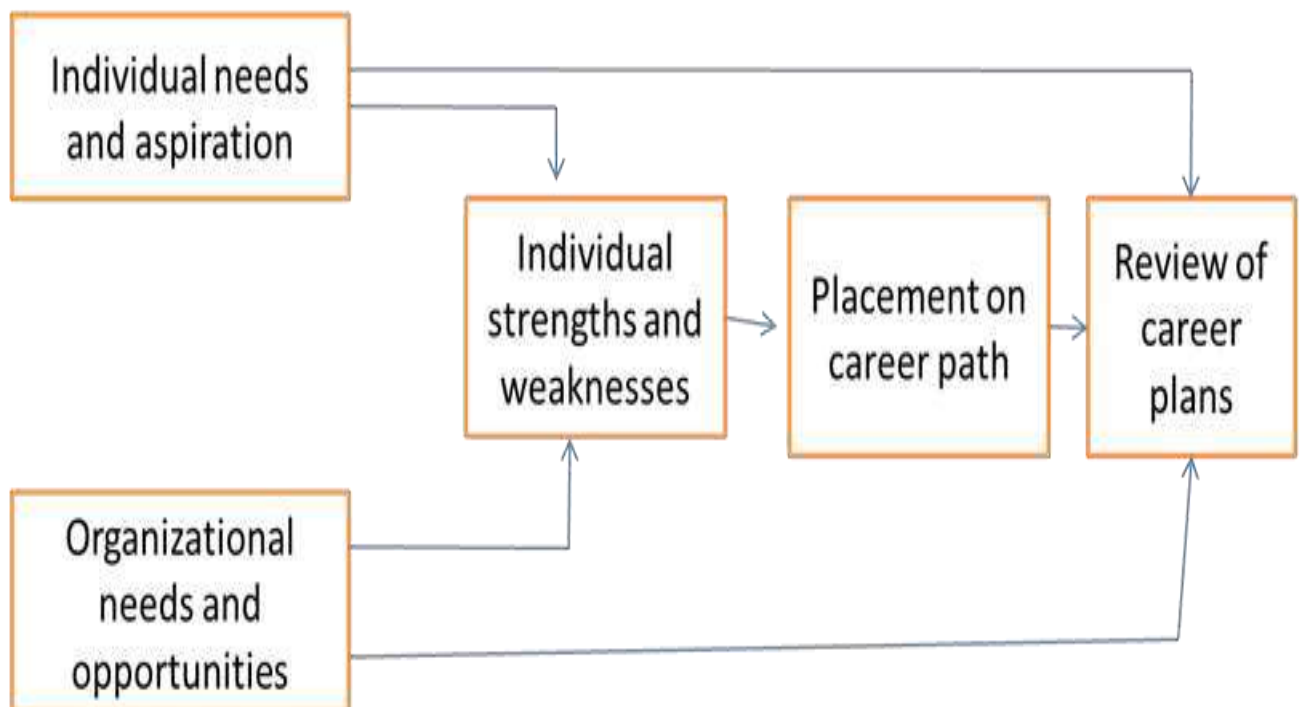


# Career planning:

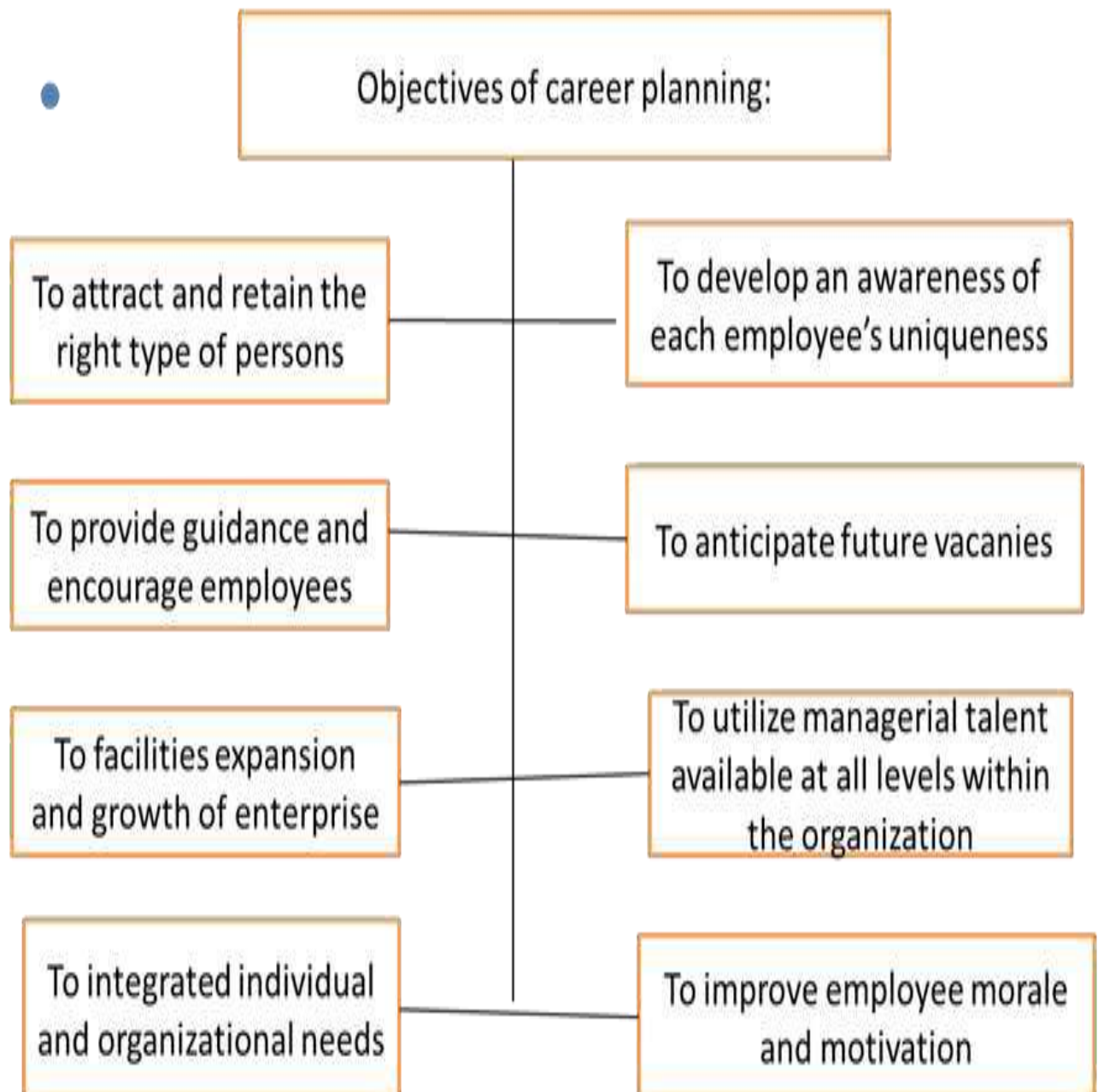
Career planning is the process of enhancing an employee's future value.

-schwind, das and wager.

## Career planning process:



# Objectives of career planning:





## M.I.E.T. ENGINEERING COLLEGE

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Website:www.miet.edu, E-mail:principalengg@miet.edu, contact@miet.edu



### Career development

Career development is an ongoing process that occurs over the lifespan; includes home, school, colleges and community experiences.

- pietrofesa and splete

### Objective of career development:

- ✓ *To provide information*
- ✓ *To increases the morale of employees*
- ✓ *To make optimal utilization of employees*
- ✓ *To increase self awareness among employees*

### Career plateaus:

A career plateaus has been defined as the point in a career where the like hood of additional hierarchical promotion is very low.

- ferrence, stoner &warren.

It occurs when an employee has reached the highest position level they can possibly obtain with organization and have no future prospect of being promoted due to a lack of skills, corporate restructuring or other factors

## UNIT V



# Mentor

- A mentor is an individual with expertise who can help develop the career of a mentee. The mentor guides, trains, advises, and promotes the career development of the mentee.
- A mentor is an experienced guide, trustworthy advisor, a personal champion, a constructive critic, a motivator, a listener. A mentor wants the protégé to succeed!

## Responsibilities of Mentors

- 💡 Physical organization of the firm.
- 💡 Human Resource of the firm.
- 💡 Development of personal Relationship with the protégé.
- 💡 Evaluating the Protégé.

## Definition of Mentoring

*"A process where a more experienced person supports another's development outside the normal line management relationship"*

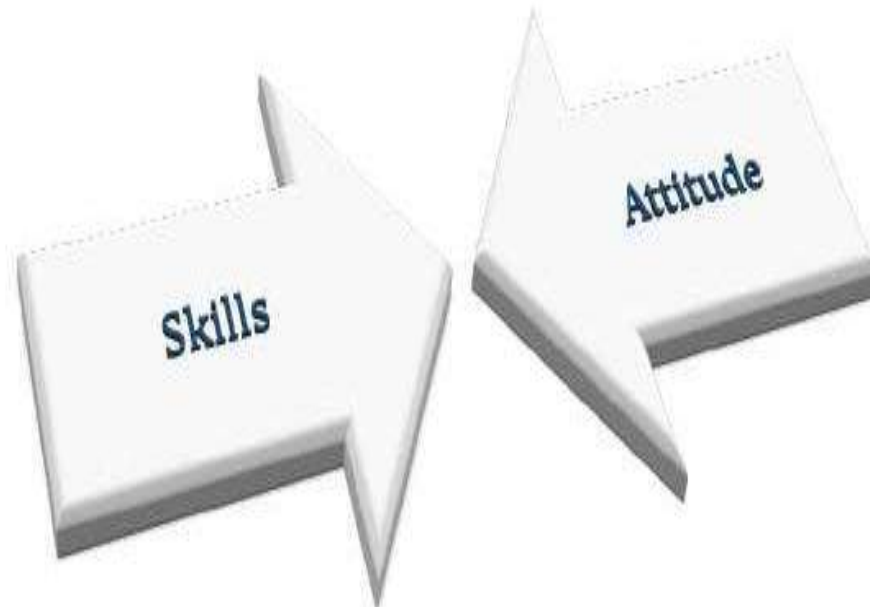






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# Art of Mentoring



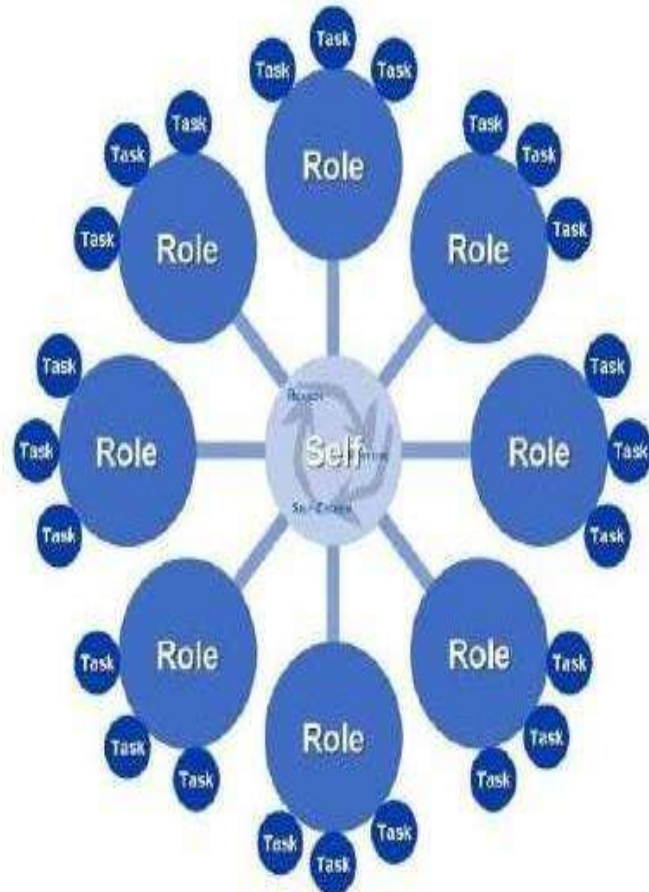
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# Mentorship skills



## Roles played by a Mentor

- Teacher
- Guide
- Counselor
- Motivator
- Coach
- Advisor
- Referral Agent
- Role Model
- Door Opener



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# Mentoring as a Concept

## MENTOR concept -

- M - Manages the Relationship
- E - Encourages
- N - Nurtures
- T - Teaches
- O - Offers mutual respect
- R - Responds to the Mentee's Needs



Source: [http://sydney.edu.au/sun/docs/choosing\\_a\\_mentor.pdf](http://sydney.edu.au/sun/docs/choosing_a_mentor.pdf)

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# Understanding Mentoring

*Mentorship refers to a personal developmental relationship that enables synergetic purposeful conversation to reflect on experiences, make informed decisions and act upon ideas generated*



## Attitude for Mentoring

- **Start** - At the start of mentoring process, mentors need to have an attitude of building trust and setting up the mentoring contract in initial meetings
- **During** - During mentoring, a positive attitude of encouragement and giving directions is required
- **Closing** - While the mentoring sessions are close to end, mentors need to have an attitude of reducing dependency of mentee and make the mentee self dependent





# Types of Mentoring

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- Formal
- Informal
- Traditional/One-on-one
- Situational/Flash mentoring
- Peer
- E-Mentoring
- Group
- Reverse



## **FORMAL MENTOR and INFORMAL MENTOR**

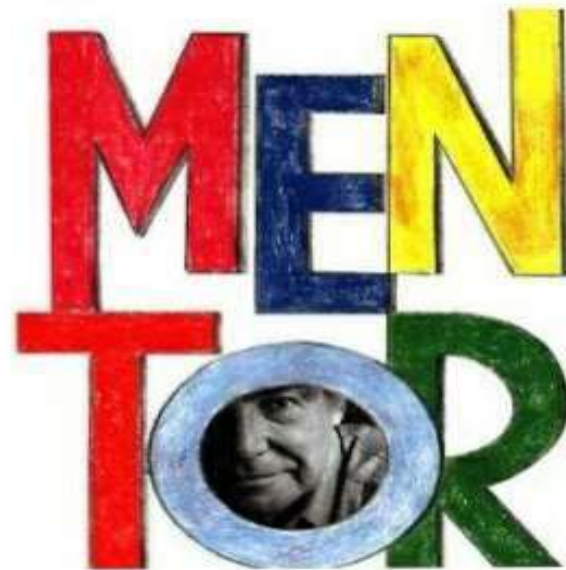
- Relationship assigned to another.
- Mentors selected on the basis of their competency.
- Formed mentors views their protégés as risk performers.

## **INFORMAL MENTOR:**

- Develop on the basis of mutual identification and fulfillment of career needs
- Mentors select protégés who viewed as younger version and relationship provided by mentors for future generations.
- They sponsors their protégés to give challenging assignments

## **Career Mentor**

- Career Functions: Help the mentee learn the ropes and prepare for career advancement.
  - Coaching
  - Challenging assignments
  - Exposure and visibility
  - Protection



## PSYCHOSOCIAL MENTOR:

- Psychosocial Functions: Help the mentee develop a sense of competence and clarity of identity.
  - Role-Modeling
  - Acceptance and confirmation
  - Counseling
  - Friendship



## ONE TO ONE MENTOR:

- It places one mentor with another protégés
- The mentor and protégés should meet regularly at least four hours per month

## TEAM MENTOR:

- It involves several mentors working with small group of protégés .
- Mentor to protégés ratio no greater than one to four.

## GROUP MENTOR :

- It involves one adult mentoring a group of up to four protégés.
- The mentor assumes the role of leader and make a commitment to meet regularly with the group over a period of time.

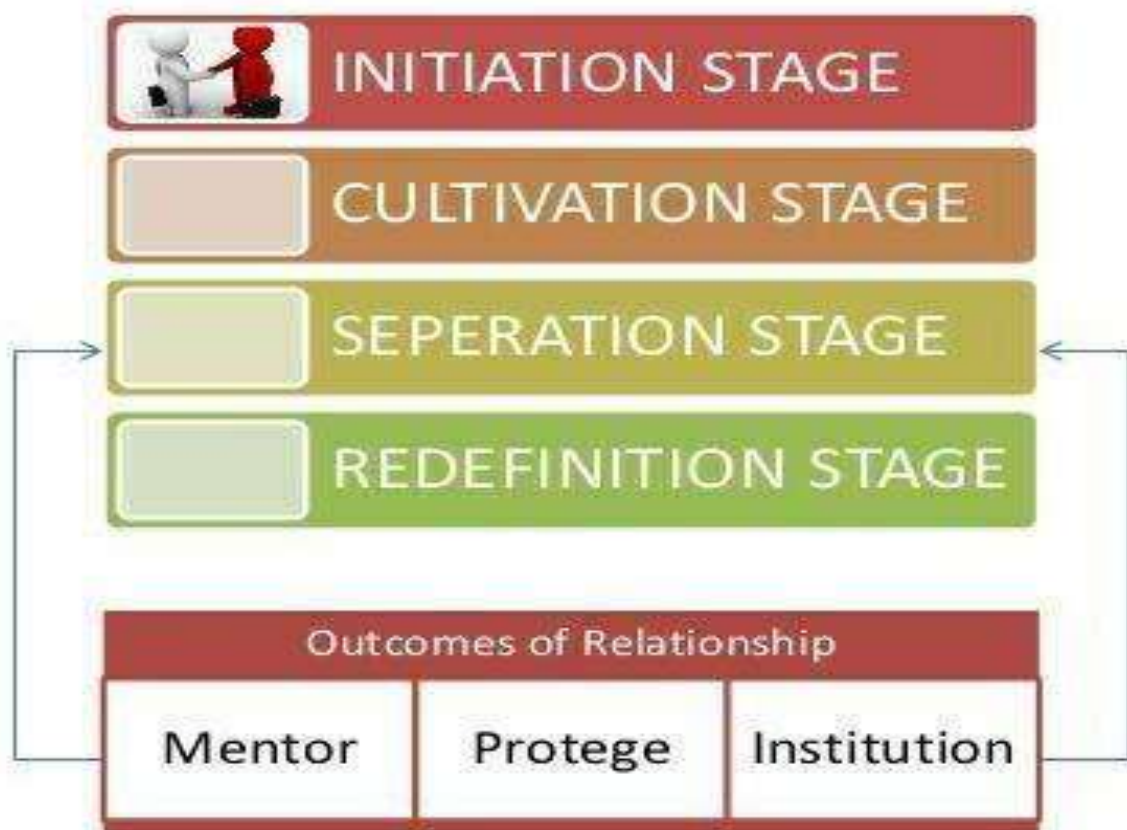
### PEER MENTOR:

- It involves employs in the same grade / scale mentoring the colleagues.

### E -MENTOR:

- It connects mentors and protégés who are located in different places through communication technology.

# Stages of Mentoring



# Initiation Stage



- Initiation is the phase where the mentoring relationship is established.
- Mentors and protégés introduce themselves, define goals, and begin sharing information. Two-way learning takes place in this phase.
- It is a shorter phase of the mentoring relationship.

# Cultivation Stage



- Cultivation begins as the mentor provides advice and guidance to the protégé.
- The protégé will develop skills and gain a broader understanding of his or her role, career path, and professional development.
- The protégé works toward a goal and the mentor supports the protégé in their efforts.

# Separation Stages



- Goals will be reached. Knowledge will be shared. Priorities and availability may change.
- The time will come for the mentoring relationship to come to an end.
- It may be initiated by either the mentor or the protégé, or it could be by mutual decision.
- During this phase, open and honest communication is critical and will help the individuals move through this transition stage.
- Two-way communication and learning that was established during the initiation phase can help support the two-way communication that should occur during this phase.

# Redefinition Stage



- The mentor and protégé roles will not exist indefinitely.
- Two professionals will become more like peers.
- This last phase of the mentoring relationship aims to redefine the roles of the individuals into a new, professional relationship that may continue indefinitely.





## Advantages of Mentoring

- Advantages for the mentee:
  - Career advancement
  - Salary
  - Organizational/professional identification
- Advantages for the mentor:
  - Career enhancement
  - “Passing the torch to a new generation”
  - Learning from mentee – new technologies, new developments, important features of next generation

# Disadvantages of Mentoring

- Disadvantages for the mentee:
  - Overdependence on the mentor
  - Micro-management from the mentor
  - Negative halo from mentor who fails
- Disadvantages for the mentor:
  - Mentee dependence on mentor
  - Time, energy commitment to mentee
  - Negative halo from mentee who fails



# Mentors and Protégés Relationship

- 💡 An organization is the establishment where the protégé or both protégé and mentor work.
- 💡 The organization participates itself as an Artificial person by allowing employees to participate in mentoring program for success and development

## Responsibilities of Proteges

- 💡 Need to demonstrate commitment to the mentoring process.
- 💡 Invest time to gain knowledge of the company.
- 💡 Ask questions and engage in Problem solving.
- 💡 Organizational cultures- way of addressing, dress code.

## Distinguish Between

### MENTOR

**Mentor are individual with Advance experience and knowledge. Who support the protégé's career.**

**Mentor are usually in Mid career stage**

**Mentor provide support that engage talented protégés to increase job satisfaction and work effectiveness.**

### PROTEGE

**Protégé also an individual who receives guidance, coaching and support from the mentor**

**Protégé are in their early career stages.**

**Protégé contributes the success of mentoring.**