

## **MODEL ANSWER/SUGGESTED SOLUTION**

### **PERSONNEL MANAGEMENT**

**CODE NO: AS- 2638 B.COM V Semester**

#### **Q.1. Short Answer Type Questions:**

- (i) In this answer the examinee is expected to write that personnel management is the planning ,organising, directing and controlling of the procurement ,development ,compensation, integration, and maintenance and separation of human resources to the end that individual and social objectives are accomplished.
- (ii) In this answer the examinee is expected to write about recruitment as it is the process of identification of different sources of personnel. It is basically the process of searching the candidates for employment and stimulating them to apply for jobs in the organisation. It involves the creation of pool of available labour upon whom the organisation can draw when it needs additional employees.
- (iii) In this answer the examinee is expected to write that career denotes a succession of related jobs, arranged in a hierarchy of prestige,through which persons move in a an ordered ,predictable sequence .It is not merely a series of work related experiences, but consist of a series of properly sequenced role experiences related leading to an increased level of responsibility, status ,power and rewards.
- (iv) In this answer the examinee can write that job is a collection of aggregation of tasks, duties and responsibilities which as a whole are regarded as a regular assignment to individuals employees. Each job has a definite title based on standardized specification such as job of a salesman.
- (v) Performance management is a process that contributes to the effective management of individuals and teams to achieve high levels of organisational performance .As such it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved. It is the process of planning performance, appraising performance, and giving its feedback.

- (vi) In this answer the examinee is expected to write any one phase of management which could either human resource management, strategic management or personnel management with one of its features own phase.
- (vii) Human capital can also be named as human resources .They are basically the human assets which are in intangible form as they exist within the human resources. They may be defined as the total knowledge, skills, creativeabilities, talents and aptitudes of an organisation’s workforce as well as the attitudes, approaches and beliefs of the individuals involved in the affairs of the organisation.
- (viii) Selection is a negative process because it involves rejection of unsuitable candidates and thus assists in shortlisting the candidates in comparison to that of recruitment which is a positive process.
- (ix) In this answer the examinee is expected to write that personnel research is basically a method where a research is made to enquire about the human resource in the organisation and then the need and supply of human resource is checked.
- (x)In this answer the examinee is expected to write about the screening of application form and what exactly happen in this step. It is also one of the step in the recruitment process and the objective of screening the application forms.

### **Long Answer Type Questions:**

2. In this answer the examinee is expected to first define personnel management as it is the planning, organising ,directing, and controlling of the procurement ,development ,compensation and integration and maintenance and separation of human resources to the end that individual and societal objectives are accomplished”. And moving ahead the various phases of personnel management are explained in detailed which could be in either of the ways either on the basis of making a comparative analysis on the phases of personnel management like :
- Personnel management
  - Human resource management
  - Strategic human resource management.

Or in other words it could also be explained by making a comparative analysis of the various phases of personnel management on the basis of period along with its various features and the changes taken place in the various phases of personnel management.

3. In this answer the examinee is expected to attempt an answer in the form of statement as the question is in the form of statement. Recruitment is a true sales function because till the prospective candidates are not made aware of the vacancies the prospective candidates can come and offer themselves for recruitment. An introduction of recruitment along with its effectiveness to make them aware about the job vacancies. The role of recruitment in the acquisition process of human resources are as follows:

- It determines the present and future human resource requirements
- It helps to increase the pool of potential applicants
- It increases the success rate of selection process by filtering the number of under qualified or overqualified job applicants
- It helps in recruitment of right type of personnel
- It reduces the cost of recruitment per candidates
- It facilitates in reducing the time involved in the recruitment cycle
- It helps in evaluating the effectiveness of various recruitment techniques and sources of recruitment
- It helps in increasing the efficiency in the process of recruitment.

And the finally the conclusion for the answer.

4. In this answer the examinee is expected to write about career planning as it is the process by which one fixes the career goals and lays down the path to these goals. Career planning is a managerial technique for mapping out the entire career of young employees. In other words it provides an answer to an employee's question as to where he will be in the organisation after five years or ten years or what are the prospects of advancing or growing in the organisation or developing the scope for his career. The various benefits of career planning are as follows:

- It provides knowledge about the various career opportunities and the priorities.
- It also helps in selecting the career which is suitable to his life style, preference, family environment, scope for self-development.
- It helps the organisation to identify talented employees and prospects for growth
- Internal promotion, up gradation, and transfers motivate the employees and helps in boosting up the morale and results in increased job satisfaction
- It also reduces labour turnover.
- It improves employee's performance on the job by tapping their potential abilities and stimulating their personal growth.
- Increased job satisfaction enhances employees commitment and creates a sense of belongingness and loyalty to the organisation
- It also facilitates in creating a better image in the employment market, and it will attract and retain competent people.

And finally the conclusion of the answer.

5. In this answer the examinee is expected to write about the concept of job evaluation as it is simply an attempt to determine and compare the demands which the normal performance of particular jobs makes on normal workers without taking into account of the individual abilities or performance of the workers concerned. Its basic objective is to ascertain the relative worth of the each job through an objective evaluation so the relative remuneration may be fixed.

The various **advantages** of job evaluation could any of these which are as follows:

- It is a valuable technique in the hands of management by which a more rational and consistent wage and salary structure can be evolved.
- It helps in bringing and maintaining harmonious relation between labour and management since it tends to eliminate wage inequalities within the organisation and the industry
- It is a machine that determines the rate of production ,so job evaluation will be of much use in fixing the wages

- It standardises the process of determining the wage differentials for various jobs .
- It also takes into account the various relevant factors which are necessary to determine the wages
- It provides a rate for the job and not for the man.
- It also reduces the cost of recruitment and selection of workers.

The various **disadvantages** of job evaluation could be any of these which are as follows:

- There is no standard list of factors to be considered for the job evaluation. Thus it lacks scientific precision
- The wages fixed for a job on the basis of job evaluation might not retain workers who can make much money elsewhere because of law of demand and supply.
- There is a strong feeling among the workers that individual merit should be rewarded as some kind of merit rating scheme has to be super imposed upon evaluated wage rates.
- It tends to be inflexible in so far as it does not place right deal of emphasis on the wages rates prevalent in the industry as a whole.
- Trade unions often regard job evaluation with suspicion because some of the methods are not scientific and are difficult to understand.

6. **Assessments centres** are basically made to test the candidates in a social situation ,using a number of assessors and a variety of procedures.Anassessments centre is a central location where managers come together and participate in a number of simulated exercises ,on the basis of which they are evaluated by a panel of raters.The evaluation process goes through 2-3 days.The various essentials are:

- Multiple assessment techniques are used.
- Multiple trained assessors must be used
- Judgment must be based on pooled information from all assessors
- Evaluation must be made at a time separate from the observation of behaviour.

**Critical Incident Methods:** In this method only critical incidents and behaviours associated with these incidents are taken for evaluation. This method involves

various steps. The basic idea behind this rating is to apprise the people who can do well in critical situation because in normal situation, most employees work alike. This method is very useful for discovering potential of employees who can be useful in critical situation. This is one of the traditional methods of performance appraisal.

7. In this answer the examinee is expected to write the introduction of organizational resources first with all the components involved in it which would include both the manpower as well as the other necessary resources for the working of the organisation effectively and efficiently. And then moving ahead the examinee should focus on the human resources as it is very different from that of the organisational resources. It should focus on the benefits of human resources which are as follows:

- Activation of non human resources
- Means for developing competitive advantage
- Source of creative energy
- People are capable of learning new motives through their organizational experiences
- People can respond to many different kinds of managerial strategies

**8. Managerial Method:** In this method, managers prepare the forecast of human resource needs of various categories in their own departments based on their past experiences. This method can be applied in two alternative ways: top down approach or bottom up approach. In top down approach top management prepares human resource plan for the organisation as a whole with the assistance of HR department. This plan is circulated among the lower level management. In bottom up approach, top management provides broad guidelines for the organisation plans which are sent to all department heads with an advice to prepare their own plan of human resource needs. It is one of the methods of forecasting human resource needs.

**Regression Analysis:** identifies the movement of two or more interrelated series. It is used to measure the changes in a variable (dependent variable) as a result of change in other variable (independent variable). When regression analysis is used in forecasting human resource needs, the dependent variable

is human resource needs and independent variable are business activity, human resource productivity, and business activity personnel ration.