<u>**Solution to Question Bank – HRM (Nadkarni Sir)**</u>

<u>Question Bank</u>   <u>Prof Bharat Nadkarni</u>

1. Define HRM. Why is it so important in today's competitive Business world?
2. What is Human Resource Planning? Describe salient features, advantages and limitations of HRP.
3. What is Competency Management? Describe different types of competencies. Discuss in detail each aspect with the help of a flow chart.
4. "Recruitment process makes or mars the future of the Organisation." Elaborate the statement with the help of its objectives, factors and the various sources.
5. Define Performance Management. State the objectives of ideal PMS. Compare PMS with PA.
6. Define Performance appraisal. Describe the appraisal procedure.
7. Define Training & Development. Explain basic needs analysis of training in the organisations.
8. Evaluate the role of learning in training. How training can be made effective?
9. <u>Questions on following</u>
   a. Job Analysis
   b. Competency Clusters
   c. Induction Programme
   d. Goal Setting (SMART)
   e. 360 Degrees Appraisal

Reference Text
1. Human Resource Management – P.SubbaRao
2. Personnel Management – C.B. Mammoria

1. Define HRM. Why is it so important in today's competitive Business world?

MEANING OF HRM: -
HRM is management function that helps managers to recruit, select, train and develop members for an organization. Obviously HRM is concerned with the people's dimensions in organizations. HRM refers to set of programs, functions, and activities designed and carried out

Core elements of HRM
- **People:** Organizations mean people. It is the people who staff and manage organizations.
- **Management:** HRM involves application of management functions and principles for acquisitioning, developing, maintaining and remunerating employees in organizations.
- **Integration & Consistency:** Decisions regarding people must be integrated and consistent.
- **Influence:** Decisions must influence the effectiveness of organization resulting into betterment of services to customers in the form of high quality products supplied at reasonable cost.
- **Applicability:** HRM principles are applicable to business as well as non-business organizations too, such as education, health, recreation and the like.

OBJECTIVES OF HRM: -

1. **Societal Objectives:** To be ethically and socially responsible to the needs and challenges of the society while minimizing the negative impact of such demands upon the organization.
2. **Organizational Objectives:** To recognize the role of HRM in bringing about organizational effectiveness. HRM is only means to achieve to assist the organization with its primary objectives.
3. **Functional Objectives:** To maintain department's contribution and level of services at a level appropriate to the organization's needs.
4. **Personal Objectives:** To assist employees in achieving their personal goals, at least in so far as these goals enhance the individual's contribution to the organization. This is necessary to maintain employee performance and satisfaction for the purpose of maintaining, retaining and motivating the employees in the organization.

SCOPE OF HRM: -
From **Entry** to the **Exit** of an employee in the organization

Scope of HRM can be described based on the following activities of HRM. Based on these activities we can summarize the scope of HRM into 7 different categories as mentioned below after the activities. Lets check out both of them.

HRM Activities –
1. HR Planning
2. Job Analysis
3. Job Design
4. Recruitment & Selection
5. Orientation & Placement
6. Training & Development

7. Performance Appraisals
8. Job Evaluation
9. Employee and Executive Remuneration
10. Motivation
11. Communication
12. Welfare
13. Safety & Health
14. Industrial Relations

7 Categories of Scope of HRM
1. Introduction to HRM
2. Employee Hiring
3. Employee and Executive Remuneration
4. Employee Motivation
5. Employee Maintenance
6. Industrial Relations
7. Prospects of HRM

Operational Functions of HRM

1. **Procurement:** Planning, Recruitment and Selection, Induction and Placement
2. **Development:** Training, Development, Career planning and counseling.
3. **Compensation:** Wage and Salary determination and administration
4. **Integration:** Integration of human resources with organization.
5. **Maintenance:** Sustaining and improving working conditions, retentions, employee communication
6. **Separations:** Managing separations caused by resignations, terminations, lay offs, death, medical sickness etc.

CHALLENGES OF HRM IN INDIAN ECONOMY or CHALLENGES OF MODERN MANAGEMENT
1. **Globalization: -** Growing internationalization of business has its impact on HRM in terms of problems of unfamiliar laws, languages, practices, competitions, attitudes, management styles, work ethics and more. HR managers have a challenge to deal with more functions, more heterogeneous functions and more involvement in employee's personal life.
2. **Corporate Re-organizations: -** Reorganization relates to mergers and acquisitions, joint ventures, take over, internal restructuring of organizations. In these situations, it is difficult to imagine circumstances that pose a greater challenge for HRM than reorganizations itself. It is a challenge to manage employees' anxiety, uncertainties, insecurities and fears during these dynamic trends.
3. **New Organizational forms: -** The basic challenge to HRM comes from the changing character of competitions. The competition is not between individual firms but between constellations of firm. Major companies are operating through a complex web of strategic alliances, forgings with local suppliers, etc. These relationships give birth to completely new forms of organizational structure, which highly depend upon a regular exchange of people and information. The challenge for HRM is to cope with the implications of these newly networked relations more and more, in place of more comfortable hierarchical relationships that existed within the organizations for ages in the past.
4. **Changing Demographics of Workforce: -** Changes in workforce are largely reflected by dual career couples, large chunk of young blood between age old superannuating employees, working mothers, more educated and aware workers etc. These

dynamic workforces have their own implications for HR managers and from HRM point of view is a true challenge to handle.

5. **Changed employee expectations: -** With the changes in workforce demographics, employee expectations and attitudes have also transformed. Traditional allurements like job security, house, and remunerations are not much attractive today, rather employees are demanding empowerment and equality with management. Hence it is a challenge for HRM to redesign the profile of workers, and discover new methods of hiring, training, remunerating and motivating employees.

6. **New Industrial Relations Approach: -** In today's dynamic world, even unions have understood that strikes and militancy have lost their relevance and unions are greatly affected by it. The trade union membership has fallen drastically worldwide and the future of labor movement is in danger. The challenge before HRM is to adopt a proactive industrial relations approach which should enable HR specialist to look into challenges unfolding in the future and to be prepared to convert them into opportunities.

7. **Renewed People Focus: -** The need of today's world and business is the people's approach. The structure, strategy, systems approach which worked in post war era is no more relevant in today's economic environment which is characterized by over capacities and intense competition. The challenge of HR manager is to focus on people and make them justifiable and sustainable.

8. **Managing the Managers: -** Managers are unique tribe in any society, they believe they are class apart. They demand decision-making, bossism, and operational freedom. However in the post liberalization era, freedom given to managers is grossly misused to get rid of talented and hard working juniors. The challenge of HRM is how to manage this tribe? How to make them realize that the freedom given to them is to enable them make quick decisions in the interest of the organization and not to resort to witch-hunting.

9. **Weaker Society interests: -** Another challenge for HRM is to protect the interest of weaker sections of society. The dramatic increase of women workers, minorities and other backward communities in the workforce has resulted in the need for organizations to reexamine their policies, practices and values. In the name of global competition, productivity and quality the interests of the society around should not be sacrificed. It is a challenge of today's HR managers to see that these weaker sections are neither denied their rightful jobs nor are discriminated against while in service.

10. **Contribution to the success of organizations: -** The biggest challenge to an HR manager is to make all employees contribute to the success of the organization in an ethical and socially responsible way. Because society's well being to a large extent depends on its organizations.

2. **What is Human Resource Planning? Describe salient features, advantages and limitations of HRP.**

MEANING / PURPOSE OF HRP

- In simple words HRP is understood as the process of forecasting an organization's future demand for and supply of the right type of people in the right numbers.
- It is only after HRP is done, that the company can initiate and plan the recruitment and selection process.
- HRP is a sub-system in the total organizational planning.
- HRP facilitates the realization of the company's objectives by providing right type and right number of personnel.
- HRP is important because without a clear-cut manpower planning, estimation of a organization's human resource need is reduced to mere guesswork.

NEED & IMPORTANCE OF HRP

Forecast future personnel needs: To avoid the situations of surplus or deficiency of manpower in future, it is important to plan your manpower in advance. For this purpose a proper forecasting of futures business needs helps you to ascertain our future manpower needs. From this angle, HRP plays an important role to predict the right size of manpower in the organization.

Cope with change: HRP enables an enterprise to cope with changes in competitive forces, markets, technology, products and government regulations. Such changes generate changes in job content, skills demands and number of human resources required.

Creating highly talented personnel: Since jobs are becoming highly intellectual and incumbents getting vastly professionalized, HRP helps prevent shortages of labor caused by attritions. Further technology changes would further upgrade or degrade jobs and create manpower shortages. In these situations only accurate human resource planning can help to meet the resource requirements. Further HRP is also an answer to the problems of succession planning.

Protection of weaker sections: A well-conceived personnel planning would also help to protect the interests of the SC/ST, physically handicapped, children of socially oppressed and backward classes who enjoy a certain percentage of employments notwithstanding the constitutional provisions of equal opportunity for all.

International strategies: International expansion strategies largely depend upon effective HRP. With growing trends towards global operations, the need for HRP further becomes more important as the need to integrate HRP more closely into the organization keeps growing. This is also because the process of meeting staffing needs from foreign countries grows in a complex manner.

Foundation of personnel functions: HRP provides essential information for designing and implementing personnel functions such as recruitment, selection, personnel development, training and development etc.

Increasing investments in HR: Another importance is the investment that an organization makes in human capital. It is important that employees are used effectively throughout their careers. Because human assets can increase the organization value tremendously as opposed to physical assets

Resistance to change & move: The growing resistance towards change and move, self evaluation, loyalty and dedication making it more difficult to assume that organization can move its employees everywhere. Here HRP becomes very important and needs the resources to be planned carefully.

Other benefits: Following are the other benefits of HRP.

1.   Upper management has a better view of HR dimensions of business
2.   Management can anticipate imbalances before they become unmanageable and expensive.
3.   More time is provided to locate talent
4.   Better opportunities exists to include women and minorities in future growth plans
5.   Better planning of assignments to develop managers
6.   Major and successful demands on local labor markets can be made.

HRP SYSTEM

HRP System as such includes following elements or sets for planning.

- ➤ Overall Organization Objectives

- ➤ Business Environment

- ➤ Forecasting Manpower Needs

- ➤ Assessing Manpower Supply

- ➤ Matching Manpower Demand-Supply factors

HRP PROCESS

Organizational Objectives & Policies: -

The objectives of HR plan must be derived from organizational objectives like specific requirements of numbers and characteristics of employees etc. HRP needs to sub-serve the overall objectives by ensuring availability and utilization of human resources. Specific policies need to be formulated to address the following decisions.

- Internal Hiring or External Hiring?
- Training & Development plans
- Union Constraints
- Job enrichment issues
- Rightsizing organization
- Automation needs
- Continuous availability of adaptive and flexible workforce

Limitations of the human resource planning:
• It is very difficult to ascertain the future manpower requirements of an organization, the future is always uncertain. As such the predictions are bound to go wrong.
• Human resource planning is more relevant in countries that face scarcity of human resources. In a country like India, human resource planning is of little assistance since manpower is available in abundance. Also the legal compulsions render human resource planning redundant.
• Human resource planning is a time consuming and a very costly process. The recruitment and selection process is time consuming and requires the services of experts to conduct. This can all add to the cost.
• Human resource planning is beneficial where adequate skilled resources are available. In cases where skilled manpower is not easily available, human resource planning serves no purpose.

3. **What is Competency Management? Describe different types of competencies. Discuss in detail each aspect with the help of a flow chart.**

Competencies are personal capabilities that are demonstrated through measurable knowledge, skills, abilities, and personal attributes, which can contribute to enhanced employee performance and, ultimately, to the individual's and organization's success. In a learning management system, competency management is the system's ability to connect various competencies/skill sets, job roles, and learning events, to build employee training plans and monitor each individual's learning progress.

Competency management hierarchies let you define employee job roles that are specific, complete, and consistent across the affected organization. This allows you to certify that employees possess required skills or competencies, and that they qualify for their job roles. It also gives users clear, specific, easily followed paths to advancement. At any time, users can see what they still need to progress, request or access training that improves their skills, and stay on a clear training track centered on company needs. The company also benefits in improved employee retention.

Defined training plans also show employees how they can improve and gain new job skills. In this way, training becomes important to the employee, easily accessible, and necessary. This certification is also a path to promotion. If all necessary training is completed for a job role, the employee can print a certificate, and offer physical proof that they have completed all requirements for the role.

Many industries must also meet federal, or other, requirements (such as government regulations) that force them to require corresponding employee certifications. Employees must meet related competencies, and execute tasks and responsibilities in ways that support the company's mandated performance. Tracking and managing the employee-certification process is critical to the success of these types of organizations. what they still need to progress, request or access training that improves their skills, and stay on a clear training track centered on company needs. The company also benefits in improved employee retention.

Different types of Competency

Competencies usually fall into two categories, behavioural or technical.
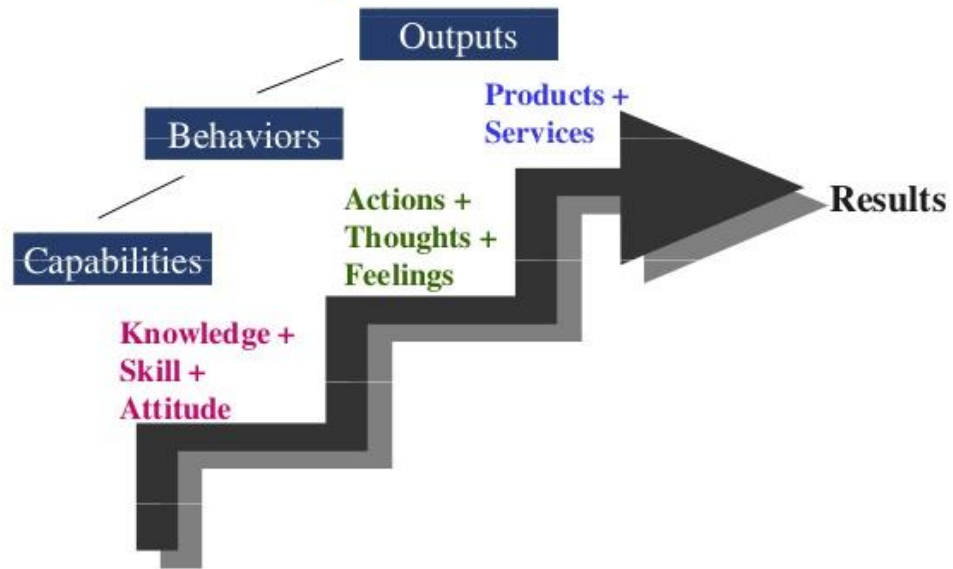
Behavioural Competencies

Behavioural competencies are usually an expression of the softer skills involved in effective performance at a company.
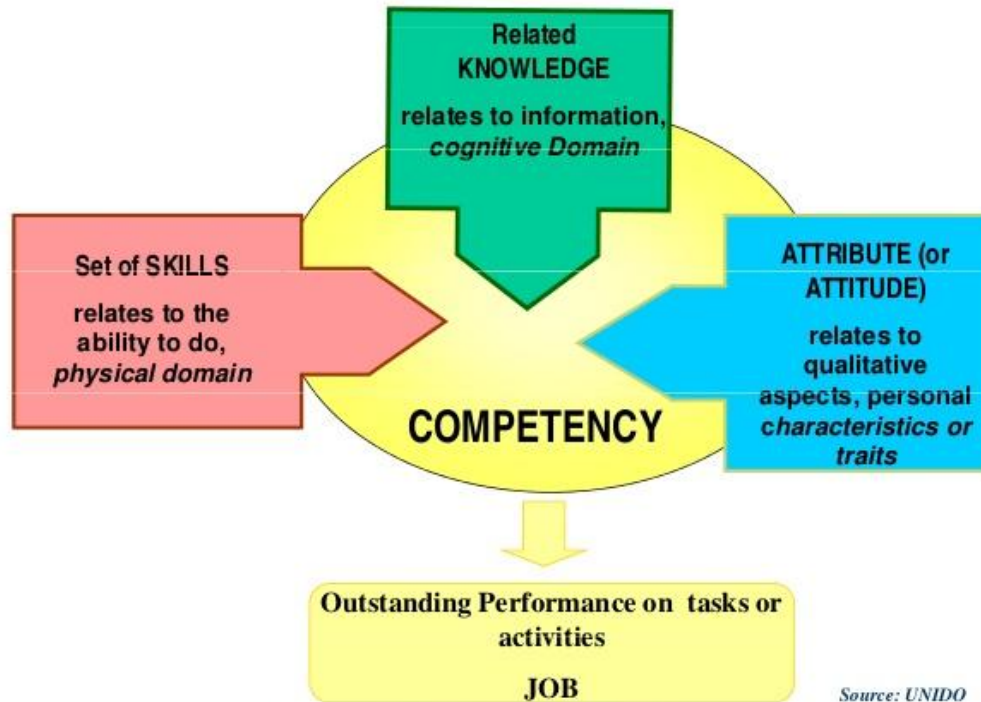
Technical Competencies

Technical competencies are usually concerned with effective use of IT systems and computers, or any technical skills which are necessary for a job role.

Exhibition of Competencies?

Outputs

Behaviors

Products +
Services

Actions +
Thoughts +
Feelings

Capabilities

Results

Knowledge +
Skill +
Attitude

Competencies are a person's capabilities in the form of knowledge + skill + attitude, which gets reflected thorough a persons behavior in the form of actions + thoughts + feelings and finally manifests itself in outputs which are products and services

MAX

Competencies: The KSA Framework

Source: UNIDO

MAX

4. **"Recruitment process makes or mars the future of the Organisation." Elaborate the statement with the help of its objectives, factors and the various sources.**

MEANING OF RECRUITMENT:

Recruitment is understood as the process of searching for and obtaining applicants for jobs, from among them the right people can be selected. Though theoretically recruitment process is said to end with the receipt of applications, in practice the activity extends to the screening of applications so as to eliminate those who are not qualified for the job.

PURPOSE AND IMPORTANCE OF RECRUITMENT: -

1. Determine the present and future requirements in conjunction with personnel planning and job analysis activities
2. Increase the pool of job candidates at minimum cost
3. Help increase success rate of selection process by reducing number of under-qualified or over-qualified applications.
4. Reduce the probability that job applicants once selected would leave shortly
5. Meet legal and social obligations
6. Identify and prepare potential job applicants
7. Evaluate effectiveness of various recruitment techniques and sources for job applicants.

FACTORS GOVERNING RECRUITMENT

External Factors:
- Demand and Supply (Specific Skills)
- Unemployment Rate (Area-wise)
- Labor Market Conditions
- Political and Legal Environment (Reservations, Labor laws)
- Image

Internal Factors
- Recruitment Policy (Internal Hiring or External Hiring?)
- Human Resource Planning (Planning of resources required)
- Size of the Organization (Bigger the size lesser the recruitment problems)
- Cost
- Growth and Expansion Plans

RECRUITMENT PROCESS

Recruitment Planning
- Number of contacts
- Types of contacts

Recruitment Strategy Development
- Make or Buy Employees
- Technological Sophistication
- Where to look
- How to look

Internal Recruitment (Source 1)
- Present employees
- Employee referrals
- Transfers & Promotions
- Former Employees
- Previous Applicants
- Evaluation of Internal Recruitment

External Recruitment (Source 2)
- Professionals or Trade Associations
- Advertisements
- Employment Exchanges
- Campus Recruitment
- Walk-ins Interviews
- Consultants
- Contractors
- Displaced Persons
- Radio & Television
- Acquisitions & Mergers
- Competitors
- Evaluation of External Recruitment

Searching
- Source activation
- Selling
- Screening of Applications

Evaluation and Cost Control
- Salary Cost
- Management & Professional Time spent
- Advertisement Cost

- Producing Supporting literature
- Recruitment Overheads and Expenses
- Cost of Overtime and Outsourcing
- Consultant's fees

Evaluation of Recruitment Process
- Return rate of applications sent out
- Suitable Candidates for selection
- Retention and Performance of selected candidates
- Recruitment Cost
- Time lapsed data
- Image projection

INTERNAL RECRUITMENT	
Advantages	**Disadvantages**
1. Less Costly 2. Candidates already oriented towards organization 3. Organizations have better knowledge about internal candidates 4. Employee morale and motivation is enhanced	1. Old concept of doing things 2. It abets raiding 3. Candidates current work may be affected 4. Politics play greater roles 5. Morale problem for those not promoted.

EXTERNAL RECRUITMENT	
Advantages	**Disadvantages**
1. Benefits of new skills and talents 2. Benefits of new experiences 3. Compliance with reservation policy becomes easy 4. Scope for resentment, jealousies, and heartburn are avoided.	1. Better morale and motivation associated with internal recruiting is denied 2. It is costly method 3. Chances of creeping in false positive and false negative errors 4. Adjustment of new employees takes longer time.

5. **Define Performance Management. State the objectives of ideal PMS. Compare PMS with PA.**

Employee Performance Management is a process for establishing a shared workforce understanding about what is to be achieved at an organisation level. It is about aligning the organisational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce.

Employee performance management includes:
planning work and setting expectations,
continually monitoring performance,
developing the capacity to perform,
periodically rating performance in a summary fashion, and

rewarding good performance.

The objectives of ideal PMS

An effective performance management system will:

- Be job specific, covering a broad range of jobs in the organization
- Align with your organization's strategic direction and culture
- Be practical and easy to understand and use
- Provide an accurate picture of each employee's performance
- Include a collaborative process for setting goals and reviewing performance based on two-way communication between the employee and manager
- Monitor and measure results (what) and behaviors (how)
- Include both positive feedback for a job well done and constructive feedback when improvement is needed
- Provide training and development opportunities for improving performance
- Ensure that employee work plans support the strategic direction of the organization
- Establish clear communication between managers and employees about what they are expected to accomplish
- Provide constructive and continuous feedback on performance
- Identify and recognize employee accomplishments
- Identify areas of poor performance and establish plans for improving performance
- Support staff in achieving their work and career goals by identifying training needs and development opportunities
- Support administrative decision-making about promotions, terminations, compensation and rewards
- Provide legal documentation to demonstrate due diligence for legal challenges related to dismissal or vicarious liability (an employer can be held liable for the acts or omissions by its employees during the course of employment)

The establishment of an effective performance management system requires time and resources and therefore, the support of the board, the executive director and other senior managers. When developing a new performance management process, an organization can strike up a committee made up of employees, managers and board members to increase buy-in, understanding and support for the process.

Management support to **act** upon the outcomes of the performance management process is also necessary to ensure that good performance is recognized, inadequate performance results in the necessary support and/or training to improve performance and consistently poor performance results in a change of responsibilities or termination, as appropriate. Whether you are introducing a new performance management system or if you are modifying an existing process, it is critical that you communicate the purpose and the steps in the performance management process to employees before it is implemented. Also remember to review your new performance management system after the first year and make adjustments as necessary.

Compare PMS with PA (Performance Management System v/s Performance Appraisal).

Performance Appraisal is a tool to assess the employee performance on his job behaviour with standard work expectation according to job and role analysis. Performance Management is managing the overall performance of an employee for present as well as future requirement.

Every worker working has past experience and knowledge level , present skill level thus acquiring knowledge for the future job and thus changing and shaping right attitude for future job goals.

Performance management is helping the individual to sharpen present skill and knowledge level, and helping them to acquire future potential through human development.

The subsystem of PMS are: Job Descriptions, role clarity, Performance appraisal, Training and development, reward scheme, feedback system, Mentoring, Potential appraisal, etc.

the approaches of PMS are role based, team based, competency based, reward based, etc.

Performance Appraisal	Performance Management
Focus is on top down assessment	Stresses on mutual objective setting through a process of joint dialogue
Performed annually	Continuous reviews are performed
Usage of ratings is very common	Usage of ratings is less common
Focus is on traits	Focus is on quantifiable objectives, values and behaviors
Monolithic system	Flexible system
Are very much linked with pay	Is not directly linked with pay

6. **Define Performance appraisal. Describe the appraisal procedure.**

Meaning of Performance Appraisals

Performance Appraisals is the assessment of individual's performance in a systematic way. It is a developmental tool used for all round development of the employee and the organization. The performance is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility and health. Assessment should be confined to past as well as potential performance also. The second definition is more focused on behaviors as a part of assessment because behaviors do affect job results.

Performance Appraisal Process
1. Objectives definition of appraisal
2. Job expectations establishment
3. Design an appraisal program
4. Appraise the performance
5. Performance Interviews
6. Use data for appropriate purposes
7. Identify opportunities variables
8. Using social processes, physical processes, human and computer assistance

Or

A performance appraisal, or performance review, is a formal interaction between an employee and her manager. This is when the performance of the employee is assessed and discussed in thorough detail, with the manager communicating the weaknesses and strengths observed in the employee and also identifying opportunities for the employee to develop professionally.

Here is the process involved in performance appraisal

1. Establishing Performance Standards

In this we use as the base to compare the actual performance of the employees. In this step it requires to set the criteria to judge the performance of the employees as successful or unsuccessful and the degrees of their contribution to the organizational goals and objectives. The standards set should be clear, easily understandable and in measurable terms. If employee doesn't come up to expectance, then it should be taken extra care for it.

2. Communicating the standards

It is the responsibility of the management to communicate the standards to all the employees of the organization. The employees should be informed and the standards should be clearly explained. This will help them to understand their roles and to know what exactly is expected from them.

3. Measuring the actual Performance

The most difficult part of the performance appraisal process is measuring the actual performance of the employees that is the work done by the employees during the specified period of time. It is a nonstop process which involves monitors the performance all over the year. This stage requires the watchful selection of the suitable techniques of measurement, taking care that individual bias does not affect the outcome of the process and providing assistance rather than interfering in an employees work.

4. Comparing the Actual with the Desired Performance

In this the actual performance is compared with the desired or the standard performance. The comparison tells the deviations in the performance of the employees from the standards set. The result can show the actual performance being more than the desired performance or, the actual performance being less than the desired performance depicting a negative

deviation in the organizational performance. It includes recalling, evaluating and analysis of data related to the employees' performance.

5. Discussing Results

The result of the appraisal is communicated and discussed with the employees on one-to-one basis. The focus of this discussion is on communication and listening. The results, the problems and the possible solutions are discussed with the aim of problem solving and reaching consensus. The feedback should be given with a positive attitude as this can have an effect on the employees' future performance. The purpose of the meeting should be to solve the problems faced and motivate the employees to perform better.

6. Decision Making

The last step of the process is to take decisions which can be taken either to improve the performance of the employees, take the required corrective actions, or the related HR decisions like rewards, promotions, demotions, transfers etc.

7. **Define Training & Development. Explain basic needs analysis of training in the organizations**

Definition of Training & Development: *Improve performance*
"Training & Development is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge."

MEANING OF TRAINING & DEVELOPMENT: -

The need for Training and Development is determined by the employee's performance deficiency, computed as follows.
Training & Development Need = Standard Performance – Actual Performance

We can make a distinction among Training, Development and Education.

Importance of Training & Development
- Helps remove performance deficiencies in employees
- Greater stability, flexibility and capacity for growth in an organization
- Accidents, scraps and damages to machinery can be avoided
- Serves as effective source of recruitment
- It is an investment in HR with a promise of better returns in future
- Reduces dissatisfaction, absenteeism, complaints and turnover of employees

Need of Training
Individual level
- Diagnosis of present problems and future challenges
- Improve individual performance or fix up performance deficiency
- Improve skills or knowledge or any other problem
- To anticipate future skill-needs and prepare employee to handle more challenging tasks
- To prepare for possible job transfers
Group level
- To face any change in organization strategy at group levels

- When new products and services are launched
- To avoid scraps and accident rates

Identification of Training Needs (Methods)

Individual Training Needs Identification

1. Performance Appraisals
2. Interviews
3. Questionnaires
4. Attitude Surveys
5. Training Progress Feedback
6. Work Sampling
7. Rating Scales

Group Level Training Needs Identification

1. Organizational Goals and Objectives
2. Personnel / Skills Inventories
3. Organizational Climate Indices
4. Efficiency Indices
5. Exit Interviews
6. MBO / Work Planning Systems
7. Quality Circles
8. Customer Satisfaction Survey
9. Analysis of Current and Anticipated Changes

Benefits of Training Needs Identification

1. Trainers can be informed about the broader needs in advance
2. Trainers Perception Gaps can be reduced between employees and their supervisors
3. Trainers can design course inputs closer to the specific needs of the participants
4. Diagnosis of causes of performance deficiencies can be done

8. Evaluate the role of learning in training. How training can be made effective?

Without active learner participation, no amount of teaching will ensure an employee is absorbing the knowledge being transferred, or grow and succeed in the long-term. Learners must take ownership of specific responsibilities if they plan on getting the most out of their own training.

That's a fact that all learners must face, but it's important for managers to know what is expected of them as well. So, here are the important things that a learner must be attuned to and try to perfect during the entirety of both the initial training period and beyond.

Attitude

Attitude really is everything. If an employee has already decided that they aren't learning anything, they won't. No amount of coaxing from the facilitator or instructor can force learning, and sometimes learners will simply be resistant to change.

People have to consciously be engaged in what is being offered to them, so that the knowledge remains with them. Their motivation might be to move up in the company, keep a job, or become more efficient at their everyday tasks. No matter the reason, there has to be an acceptance of the learning phase to achieve any sort of success.

Taking initiative

Initiative and motivation go hand in hand with a positive attitude. This means that learners are watching others implement new strategies and processes, shadowing veterans, and taking the right steps to master the new material themselves. However, keep in mind that some people want to learn more, but don't take the right steps to enhance their learning experience.

Setting goals

Learning the material isn't enough of a goal when the organization needs employees to really retain information. L&D professionals need to set up goals for each person that demonstrates they know what they are doing and have mastered it.

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Goals can be based on the individual or the team as a whole. But letting workers know what is expected of them is a good way to ensure they are aware of performance requirements.

Asking for feedback

Asking for feedback is probably one of the most difficult things for employees. People don't like to hear critiques about their performance, but it's an essential part of learning and growing.

Workers don't have to ask you specifically for feedback, but it is important to have co-workers and managers look at what the learners doing—from all angles. If they are providing the feedback, they can look at common mistakes while those receiving it can use it to become a better worker.

What people don't realize is that asking for feedback early on is much better than hearing about it later on down the road. No one wants to be working for several months and hear that they have been doing things wrong since day one.

Going above and beyond

Lastly, you might have observed during your career that many of the most successful employees have shown a consistent willingness to go beyond what are his basic requirements. They are usually proactive, take initiative, and try to think ahead.

I believe there is definitely room for this sort of employee to take an active role in their learning as well. That's not to put all the onus of them, or to ask them to work unreasonable hours regularly outside of the office. Yet, it does include trying to think a few steps ahead, and to begin the mental and actual process of what it takes to get there To be sure, managers can provide their employee learners with a solid foundation to get started at work, and even to supplement that knowledge and improve their skills through a continuous learning strategy, including going to conferences, attending workshops, and webinars. But the employees themselves will have to take it to the next level if they want to master skills.

Always remember that learning never stops or slows down, and keeping your staff educated means that you don't have to play catch up in the future.

HOW TO MAKE TRAINING EFFECTIVE
1. Management Commitment
2. Integration of Training with Business Strategies
3. Comprehensive and Systematic Approach
4. Continuous and Ongoing approach
5. Promoting learning as fundamental value
6. Creations of effective training evaluation system

Or

12 proven techniques to conduct a successful training session:

1. Tell trainees what you're going to cover. Introduce your session with a brief overview of the training subject's main points.
2. Tell them the information. In the main portion of the session, explain key points, go over policies, demonstrate procedures, and relate any other information trainees need to know.
3. Tell them what you told them. Conclude with a summary of your opening overview. Use repetition to help trainees grasp and retain information.
4. Always explain what trainees are going to see before you show a multimedia portion. This practice creates a better learning environment by guiding trainees to know what to look for and what to remember. Explaining the purpose of the multimedia ensures an effective reception for its information.
5. Use as much hands-on training as possible. The most effective training uses all the senses to affect learning. Demonstrate and apply teaching points to create greater understanding and knowledge of the subject.
6. Test frequently. Tests are most effective when students know they will be quizzed, because they'll pay close attention to the material. Testing is an objective way to determine whether training achieved its goals.
7. Involve trainees. For example, ask participants to share their experiences with the training topic. Many trainees are experienced personnel who have valuable information to contribute. All trainees will get more out of sessions by hearing about their co-workers' experiences with the subject—and not just the trainer's lecture points. Hearing different voices also keeps sessions varied and interesting. Structure interaction time into all your sessions.
8. Repeat questions before answering them. This practice ensures that all participants know what the question is so they can make sense of the answer.
9. Analyze the session as you go. Always be on the lookout for what works best. When you discover a new technique or method that clicks with the group, note it on your training materials so it can be incorporated into the training outline to be used in future sessions.
10. Keep your session on track. Start on time and finish on time. Don't hold up class waiting for late arrivers. Run the class according to the schedule and don't get too far off course. Opening up discussion among participants may lead to some pertinent tangents, but don't let side issues take over. Ask if there's enough interest to pursue a separate session on that topic, but get this class back to the lesson plan.
11. Put yourself in their shoes—or seats. Give frequent breaks, especially for half-day or all-day sessions.
12. Solicit feedback on the training session. Critiques work best when they are written and anonymous, unless a trainee volunteers to discuss his or her thoughts in person. Trainee input is vital for making the next session—and the overall training program— more effective.

These 12 steps are the basic foundation for a solid training session that runs efficiently and that conveys the necessary information for meeting the session's goals. They also incorporate ways to begin improving training on the fly. In other words, you can't go wrong by following these steps in every training session you run.

It is possible, however, to get a little more creative—and memorable—by using some of the following innovative techniques.

9. Questions on the following
A. Job Analysis

JOB:
"Job is a 'group of tasks to be performed everyday."

JOB ANALYSIS

Definition 1: *(Process of Collecting Information)*
"Job Analysis is a process of studying and collecting information relating to operations and responsibilities of a specific job. The immediate products of this analysis are 'Job Description' and 'Job Specifications'."

Definition 2: *(Systematic Exploration of Activities)*
"Job Analysis is a systematic exploration of activities within a job. It is a basic technical procedure that is used to define duties and responsibilities and accountabilities of the job."

Definition 3: *(Identifying Job Requirements)*
"Job is a collection of tasks that can be performed by a single employee to contribute to the production of some product or service, provided by the organization. Each job has certain ability requirements (as well as certain rewards) associated with it. Job Analysis is a process used to identify these requirements."

MEANING OF JOB ANALYSIS
Job Analysis is a process of collecting information about a job. The process of job analysis results into two sets of data.
* Job Description
* Job Specification
As a result Job analysis involves the following steps in a logical order.

Steps of Job Analysis
1. Collecting and recording job information
2. Checking the job information for accuracy
3. Writing job description based on information collected to determine the skills, knowledge, abilities and activities required
4. Updating and upgrading this information

PURPOSE OF JOB ANALYSIS: -

* **Human Resource Planning (HRP):** - The numbers and types of personnel are determined by the jobs, which need to be staffed. Job related information in the form of Job Analysis serves this purpose or use.
* **Recruitment & Selection:** - Recruitment precedes job analysis. It helps HR to locate places to obtain employees. It also helps in better continuity and planning in staffing in the organization. Also selecting a good candidate also requires detailed job information. Because the objective of hiring is to match the right candidate for right job
* **Training & Development:** Training and development programs can be designed depending upon job requirement and analysis. Selection of trainees is also facilitated by job analysis.
* **Job Evaluation:** Job evaluation means determination of relative worth of each job for the purpose of establishing wage and salary credentials. This is possible with the help of job description and specifications; i.e. Job Analysis.

- **Remuneration:** Job analysis also helps in determining wage and salary for all jobs.
- **Performance Appraisal:** Performance appraisal, assessments, rewards, promotions, is facilitated by job analysis by way of fixing standards of job performance.
- **Personnel Information:** Job analysis is vital for building personnel information systems and processes for improving administrative efficiency and providing decision support.
- **Safety & Health:** Job Analysis helps to uncover hazardous conditions and unhealthy environmental factors so that corrective measures can be taken to minimize and avoid possibility of human injury.

PROCESS OF JOB ANALYSIS

Process 1: Strategic Choices
Process 2: Collecting Information
Process 3: Processing Information
Process 4: Job Description
Process 5: Job Specification

B.Competency Clusters

he clustering, or organizing, of several of the competencies into larger categories for the purpose of analysis or application offers two choices: 1) Do we organize the characteristics theoretically (i.e., using a priori framework) or empirically? and 2) Do we organize them in the context of the other competencies which may affect each other most closely, independently (i.e., treating each as if the human organism has it independent of the other characteristics), or developmentally (i.e., arranged in framework of inferred causality)?

Clusters are behavioral groups of the desired competencies. They are often linked conceptually and defined by a "theory" as a convenient way to describe which competencies are associated with others. It provides parsimony. The competencies within such a cluster may be linked empirically. That is, statistical analysis may allow us to discover how the human organism demonstrates these desired competencies in various settings, answering the question, "Which of the desired competencies are demonstrated together or associated with each other?"

Within a cluster, various competencies may have one of four types of relationships. First, they may be parts of a whole and complement each other in functional behavior (e.g., Adaptability and Conscientiousness). A person can demonstrate flexibility in adapting to situations. His/her demonstration of reliability and consistency (i.e., Conscientiousness) would not interfere with the demonstration of Adaptability, but if the person can use both competencies their effectiveness would increase in many situations. For example, if the situation changed but a reliable response was still needed, the use of Adaptability and Conscientiousness would allow for continued appropriate behavior even in the new situation.

Second, they may be alternate manifestations. The specific competency used would vary by setting or stimulus. This often depends on the degree of micro or macro definition of the competencies in the study. Alternate manifestations are often found

in competency models with highly behaviorally specific definitions of the competencies. If the competencies are defined as more of a broad capability, the behavioral indicators of the competency are alternate manifestations. This reduces the likelihood that the cluster may have competencies within it that have this relationship.

Third, the competencies within the cluster may be compensatory. That is, using one competency makes up for using less of another (e.g., Achievement Orientation and Initiative). A person can demonstrate a great deal of concern about doing better, contemplating and acting on cost-benefit utility analysis and so forth (i.e., Achievement Orientation). This may drive a degree of innovation and discovery of new and better ways to accomplish things. At the same time, someone else in the same situation may find new and better ways to accomplish things because they are starting things before anyone has thought of them, seeking information in distinctive ways, and so froth (i.e., demonstrating Initiative). While the outcomes are the same, the specific behavior used and the intention underlying the behavior are different.

Fourth, the competencies within the cluster may be antagonistic. Frequent use of one "crowds" out the ease or possible use of another (e.g., Self-control vs. Initiative). If someone demonstrates a great deal of Self-control and inhibits their impulses and actions, they would have an increasingly difficult time demonstrating Initiative and starting things before anyone asks.

C. Induction Programme

An **induction programme** is an important process for bringing staff into an organization. It provides an introduction to the working environment and the set-up of the employee within the organization. The process will cover the employer and employee rights and the terms and conditions of employment.

Introduction Induction is a very important process and can easily get overlooked in busy organization. This guide offers an example of induction programme which may be useful to host organizations

The First Day The most important aspect of the first day is making time for the new intern. There is nothing more disappointing and disheartening than sitting for hours waiting for someone to come and show you what to do, or give you information you need. What makes a huge difference is having a planned induction programme. At the end of a good induction process, your new intern should have a good knowledge with the operating procedures of the company, and have all the basic familiarity required to undertake their role. They may not yet be competent to work completely unsupervised, but they should feel comfortable with what they are required to do and know where to get help if they need it. They should also understand your business objectives, and what you are trying to achieve. If you have the opportunity, use a mentor or "buddy" system where a work colleague is assigned to look after the new person.

- At the end of a good induction programme your new intern should be familiar with the operating procedures of your business and have all the basic knowledge to carry out his/her duties.
- Consider developing a detailed checklist covering all the parts of your induction programme.

A good first day should include all of the following:

- It's important that the manager/supervisor has time to spend with the intern on the first day, preferably straight away, and that there is time to find out more about them and them about you.
- Going through the necessary paperwork and documentation. Remember to ask in advance for anything you may need them to bring in, including qualification certificates, drivers licence, etc. • An indication of how their next few days/weeks will be structured.
- Basic health and safety information for your business. You can go into more detail at a later stage, but you need the new intern to be aware from day one of any particular health and safety issues.
- Where everything is – the toilets, canteen, etc. The following is an example of what to include in an induction programme.

Induction Programme Intern Name
_____

Welcome Inform existing staff of new arrival and their role Welcome new person and introduce to staff

Facilities (as appropriate)

- Car parking
- Kitchen/canteen facilities
- Fire extinguishers
- First aid boxes
- Health and safety notices, procedures
- Utilities, e.g. lighting, heating, water
- Access to buildings, security
- Incoming and outgoing mail points
- Notice boards
- Computer system, internet access
- Photocopier
- Toilets, cloakroom, etc.
- Smoking area

The Organization

- ➢ What we do
- ➢ History of the organization and future plans
- ➢ Organizational structure
- ➢ Other aspects of the organization, as relevant Products/services
- ➢ Significant customers
- ➢ Where/How to find more information

The Intern's Role

- ➢ The role will have been explained at interview stage but should be reiterated.
- ➢ Explain areas of accountability and responsibility
- ➢ Specific training for the rplacement, e.g. using certain equipment such as the till, credit card machine, equipment, tools, computer, etc.

Policies

- ➢ Health & Safety
- ➢ Code of Practice
- ➢ HR
- ➢ Environmental awareness
- ➢ Grievance Procedure
- ➢ Counselling & Disciplinary Procedure
- ➢ Internet and e-mail usage
- ➢ Etc

Systems and procedures

- ➢ Courtesies - protocol, etiquette
- ➢ Office systems - computers, telephones, filing
- ➢ Hours of work, timesheets, etc.
- ➢ Absence from work - holiday leave, Bank Holidays, sickness
- ➢

Personal Development

- ➢ Training
- ➢ Performance appraisal
- ➢ Individual review
- ➢ Mentoring, where appropriate
- ➢

D. Goal Setting (SMART)

SMART goal setting brings structure and trackability into your goals and objectives. In stead of vague resolutions, SMART goal setting creates verifiable trajectories towards a certain objective, with clear milestones and an estimation of the goal's attainabililty. Every goal or objective, from intermediary step to overarching objective, can be made S.M.A.R.T. and as such, brought closer to reality.

In corporate life, SMART goal setting is one of the most effective and yet least used tools for achieving goals. Once you've charted to outlines of your project, it's time to set specifice intermediary goals. With the SMART checklist, you can evaluate your objectives. SMART goal setting also creates transparency throughout the company. It clarifies the way goals came into existence, and the criteria their realisation will conform to.

To make your goal S.M.A.R.T., it needs to conform to the following criteria: Specific, Measurable, Attainable, Relevant and Timely.

S.M.A.R.T. goal setting: Specific

What exactly do you want to achieve? The more specific your description, the bigger the chance you'll get exactly that. S.M.A.R.T. goal setting clarifies the difference between 'I want to be a millionaire' and 'I want to make €50.000 a month for the next ten years by creating a new software product'.

Questions you may ask yourself when setting your goals and objectives are:

What exactly do I want to achieve?

Where?

How?

When?

With whom?

What are the conditions and limitations?

Why exactly do I want to reach this goal? What are possible alternative ways of achieving the same?

S.M.A.R.T. goal setting: Measurable

Measurable goals means that you identify exactly what it is you will see, hear and feel when you reach your goal. It means breaking your goal down into measurable elements. You'll need concrete evidence. Being happier is not evidence; not smoking anymore because you adhere to a healthy lifestyle where you eat vegetables twice a day and fat only once a week, is.

Measurable goals can go a long way in refining what exactly it is that you want, too. Defining the physical manifestations of your goal or objective makes it clearer, and easier to reach.

S.M.A.R.T. goal setting: Attainable

Is your goal attainable? That means investigating whether the goal really is acceptable to you. You weigh the effort, time and other costs your goal will take against the profits and the other obligations and priorities you have in life.

If you don't have the time, money or talent to reach a certain goal you'll certainly fail and be miserable. That doesn't mean that you can't take something that seems impossible and make it happen by planning smartly and going for it!

There's nothing wrong with shooting for the stars; if you aim to make your department twice as efficient this year as it was last year with no extra labour involved, how bad is it when you only reach 1,8 times? Not too bad...

S.M.A.R.T. goal setting: Relevant

Is reaching your goal relevant to you? Do you actually want to run a multinational, be famous, have three children and a busy job? You decide for yourself whether you have the personality for it, or your team has the bandwidth.

If you're lacking certain skills, you can plan trainings. If you lack certain resources, you can look for ways of getting them.

The main questions, why do you want to reach this goal? What is the objective behind the goal, and will this goal really achieve that?

You could think that having a bigger team will make it perform better, but will it really?

S.M.A.R.T. goal setting: Timely

Time is money! Make a tentative plan of everything you do. Everybody knows that deadlines are what makes most people switch to action. So install deadlines, for yourself and your team, and go after them. Keep the timeline realistic and flexible, that way you can keep morale high. Being too stringent on the timely aspect of your goal setting can have the perverse effect of making the learning path of achieving your goals and objectives into a hellish race against time – which is most likely not how you want to achieve anything.

E. 360 Degrees Appraisal

1. It is a technique which is systematic collection of performance data on an individual group, derived from a number of stakeholders like immediate supervisors, team members, customers, peers and self. In fact anyone who has useful information on how an employee does a job may be one of the appraisers. This technique is highly useful in terms of broader perspective, greater self-development and multi-source feedback is useful. 360-degree appraisals are useful to measure inter-personal skills, customer satisfaction and team building skills. However on the negative side, receiving feedback from multiple sources can be intimidating, threatening etc. Multiple raters may be less adept at providing balanced and objective feedback.

Advantages of 360 degree appraisal

- ➢ Offer a more comprehensive view towards the performance of employees.
- ➢ Improve credibility of performance appraisal.
- ➢ Such colleague's feedback will help strengthen self-development.
- ➢ Increases responsibilities of employees to their customers.
- ➢ The mix of ideas can give a more accurate assessment.
- ➢ Opinions gathered from lots of staff are sure to be more persuasive.
- ➢ Not only manager should make assessments on its staff performance but other colleagues should do, too.
- ➢ People who undervalue themselves are often motivated by feedback from others.
- ➢ If more staff takes part in the process of performance appraisal, the organizational culture of the company will become more honest.

Disadvantages of 360 degree appraisal

- ➢ Taking a lot of time, and being complex in administration
- ➢ Extension of exchange feedback can cause troubles and tensions to several staff.
- ➢ There is requirement for training and important effort in order to achieve efficient working.
- ➢ It will be very hard to figure out the results.
- ➢ Feedback can be useless if it is not carefully and smoothly dealt.
- ➢ Can impose an environment of suspicion if the information is not openly and honestly managed

Who should conduct 360 degree performance appraisal?

- ➢ Subordinates.
- ➢ Peers.
- ➢ Managers (i.e. superior).
- ➢ Team members.
- ➢ Customers.
- ➢ Suppliers/ vendors.
- ➢ Anyone who comes into contact with the employee and can provide valuable insights and information.