

DIRECTORATE OF DISTANCE & CONTINUING EDUCATION

MANONMANIAM SUNDARANAR UNIVERSITY

TIRUNELVELI- 627 012



BBA Course Material

JMBA42 - Human Resource Management

Prepared by

Dr. MARIMUTHU, KN

Assistant Professor

Department of Management Studies

Manonmaniam Sundaranar University

Abishekapatti, Tirunelveli – 627012.

HUMAN RESOURCE MANAGEMENT

UNIT-I

Introduction - Characteristics -Functions - Nature and Scope of Human Resource Management - Roles & Responsibilities of HR manager -HR Policies & procedure -Differences Between Personal Management and HRM.

UNIT- II

Human Resource Planning - Job Evaluation - Methods - Job analysis -Job Description, Job Specification Recruitment - Selection - Process - Methods - Interviews, Tests, Induction and Placement.

UNIT - III

Training and Development. Training Process, Methods, Training Needs Assessment, Career Development Transfer and Promotion

UNIT - IV

Employee Engagement - Meaning - Importance - Evaluation - Measuring Employee Engagement - Employee Compensation - Components - Incentives - Benefits - Welfare and Social Security Measure.

UNIT - V

Human Resource Audit - Nature - Benefits - Scope - Resent Trends in HRM: Green HRM & Virtual HRM Practices

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Unit -I

INTRODUCTION

1.1 HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) is a strategic approach to managing people within an organisation to maximise employee performance and achieve business objectives. It involves recruiting, hiring, training, developing, and retaining employees while ensuring compliance with labor laws and fostering a positive workplace culture.

HRM focuses on key areas such as workforce planning, performance management, compensation and benefits, employee relations, and organisational development. By aligning human resources with company goals, HRM helps improve productivity, job satisfaction, and overall business success.

Modern HRM also integrates technology and data analytics to enhance decision-making and optimise workforce efficiency. As organisations evolve, HRM continues to adapt to changing work environments, diversity and inclusion initiatives, and employee well-being programs.

1.2 DEFINITIONS:

Human Resource Management is the process of recruitment, selection of employee, providing proper orientation and induction, providing proper training and the developing skills, assessment of employee (performance of appraisal), providing proper compensation and benefits, motivating, maintaining proper relations with labor and with trade unions, maintaining employee's safety, welfare and health by complying with labor laws of concern state or country.

Many great scholars had defined human resource management in different ways and with different words, but the core meaning of the human resource management deals with how to manage people or employees in the organisation.

According to Edwin Flippo

HRM as “planning, organising, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organisational and social objectives are achieved.”

The Indian Institute of Personal Management

HRM as, “Human resource management is a responsibility of all those who manage people as well as being a description of the work of those who are employed as specialists. It is that part of management which is concerned with people at work and with their relationships within an enterprise. It applies not only to industry and commerce but to all fields of employment.”

1.3 CONCEPT OF HRM

Many people find HRM to be an unclear and strange concept. ‘This is not simply because of having variety of meanings to this term. This confusion is mainly due to the different interpretations found in articles and books about human resource management. HRM is the philosophy of people management based on the belief that human resources are extremely important for sustained business success. An organisation acquires competitive advantage by using its people effectively and utilising their expertise to meet clearly defined objectives. HRM is aimed at recruiting capable, flexible and committed people. Managing and rewarding their performance and developing key competencies.

1.4 OBJECTIVES OF HRM

The primary objective of HRM is to ensure the availability of competent and willing workforce to an organisation. The specific objectives include the following:

- **Human capital:** assisting the organisation in obtaining the right number and types of employees to fulfill its strategic and operational goals.
- **To develop organisational climate:** Helping to create a climate in which employees are encouraged to develop and utilise their skills to the fullest and to employ the skills and abilities of the workforce efficiently.

- Helping to maintain performance standards and increase productivity through effective job design; providing adequate orientation, training and development, providing performance-related feedback; and ensuring effective two-way communication.
- To Promote Harmony: Helping to establish and maintain a harmonious between employer/employee relationships.
- Helping to create and maintain a safe and healthy work environment.
- Developing programs to meet the economic, psychological, and social needs of the employees and helping the organisation to retain the productive employees.
- Ensuring that the organisation is compliance with provincial/territorial and federal laws affecting the workplace (such as human rights, employment equity, occupational health and safety, employment standards, and labour relations legislation) to help the organisation to reach its goals.
- To provide organisation with well-trained and well-motivated employees.
- To increase the employee's satisfaction and self-actualisation.
- To develop and maintain the quality of work life.
- To communicate HR policies to all employees.
- To help maintain ethical polices and behaviour.

1.5 CHARACTERISTICS OF HRM

Human Resource Management (HRM) is characterized by being people-oriented, continuous, strategic, and focused on employee development and engagement. It aims to align HR practices with organizational goals, fostering a positive and productive work environment while ensuring legal compliance.

Here's a more detailed look at the key characteristics:

- 1. People-Oriented:** HRM is fundamentally concerned with individuals at work, both as individuals and as part of a team. It focuses on understanding employee needs, fostering their development, and creating a positive work environment.
- 2. Continuous Function:** HRM is not a one-time event but an ongoing process. It involves activities like recruitment, training, performance management, and employee relations, all of which are continuously monitored and adapted to changing needs.
- 3. Strategic Alignment:** HRM is increasingly viewed as a strategic partner in achieving organizational goals. This means that HR practices are designed to support the overall business strategy, rather than being seen as a separate administrative function.
- 4. Development-Oriented:** HRM emphasizes the development of employees' skills, knowledge, and capabilities. This can involve training programs, mentorship, and opportunities for career advancement.
- 5. Employee-Centric:** HRM prioritizes employee engagement, satisfaction, and well-being. It recognizes that happy and engaged employees are more likely to be productive and committed to the organization.
- 6. Legal Compliance:** HRM ensures that all HR practices comply with relevant labor laws and regulations. This includes areas like employment contracts, discrimination, and safety.
- 7. Result-Oriented:** HRM is focused on achieving tangible results and contributing to the overall success of the organization. This may involve metrics like employee retention, productivity, and overall performance.
- 8. Flexible and Adaptable:** HRM recognizes that the workplace is constantly changing and needs to be adaptable to new technologies, work styles, and employee demographics. This may involve adjusting policies, practices, and programs to meet evolving needs.
- 9. Diversity and Inclusion:** HRM promotes a diverse and inclusive workplace, where employees from all backgrounds feel valued and respected. This can involve implementing diversity initiatives, providing inclusive training, and creating a culture of belonging.

10. Integrated System: HRM encompasses various HR functions, such as recruitment, training, performance management, and employee relations, all working together to achieve organizational goals.

1.6 FUNCTIONS OF HRM:

Human Resource Management is a management function concerned with hiring, motivating, and maintaining workforce in an organisation. Human resource management deals with issues related to employees such as hiring, training, development, compensation, motivation, communication, and administration. Human resource management ensures Human Resource Management is a management function concerned with hiring, motivating, and maintaining workforce in an organisation. Human resource management deals with issues related to employees such as hiring, training, development, compensation, motivation, communication, and administration. Human resource management ensures

According to Armstrong (1997)

Human Resource Management can be defined as “a strategic approach to acquiring, developing, managing, motivating and gaining the commitment of the organization’s key resource – the people who work in and for it.” Human Resource Management functions can be classified in following three categories.

1. Managerial Functions,
2. Operative Functions, and
3. Advisory Functions.

MANAGERIAL FUNCTIONS:

The Managerial Functions of Human Resource Management are as follows

1. Human Resource Planning

In this function of HRM, the number and type of employees needed to accomplish organizational goals is determined. Research is an important part of this function, information is collected and analysed to identify current and future human resource needs and to forecast changing values, attitude, and behaviour of employees and their impact on organization

2. Organizing

In an organization tasks are allocated among its members, relationships are identified, and activities are integrated towards a common objective. Relationships are established among the employees so that they can collectively contribute to the attainment of organization's goal.

3. Directing

Activating employees at different level and making them contribute maximum to the organization is possible through proper direction and motivation. Taping the maximum potentialities of the employees is possible through motivation and command.

4. Controlling

After planning, organizing, and directing, the actual performance of employees is checked, verified, and compared with the plans. If the actual performance is found deviated from the plan, control measures are required to be taken.

OPERATIVE FUNCTIONS:

The Operative Functions of Human Resource Management are as follows

1. Recruitment and Selection

Recruitment is the function that precedes selection. It involves attracting a pool of prospective candidates for the organisation, from which the management can identify and select the most suitable candidate.

2. Job Analysis and Design

Job analysis is the process of describing the nature of a job and specifying the human requirements like qualification, skills, and work experience to perform that job. Job design aims at outlining and organising tasks, duties, and responsibilities into a single unit of work for the achievement of certain objectives.

3. Performance Appraisal

Human resource professionals are required to perform this function to ensure that the performance of employee is at acceptable level.

4. Training and Development

This function of human resource management helps the employees to acquire skills and knowledge to perform their jobs effectively. Training and development programs are organised for both new and existing employees. Employees are prepared for higher level responsibilities through training and development.

5. Wage and Salary Administration

Human resource management determines what is to be paid for different type of jobs. Human resource management decides employee's compensation which includes - wage administration, salary administration, incentives, bonuses, fringe benefits, and etc.

6. Employee Welfare

This function refers to various services, benefits, and facilities that are provided to employees for their well-being.

7. Maintenance

Human resource is considered as asset for the organization. Employee turnover is not considered good for the organization. Human resource management always tries to keep their best performing employees with the organization.

8. Labour Relations

This function refers to the interaction of human resource management with employees who are represented by a trade union. Employees come together and forms a union to obtain more voice in decisions affecting wage, benefits, working condition, etc.

9. Personnel Research

Personnel researches are done by human resource management to gather employees' opinions on wages and salaries, promotions, working conditions, welfare activities, leadership, etc, such researches help in understanding employees' satisfaction, employees' turnover, employee termination, etc.

10. Personnel Record

This function involves recording, maintaining, and retrieving employee related information like - application forms, employment history, working hours, earnings, employee absents and presents, employee turnover and other data related to employees

ADVISORY FUNCTIONS:

The Advisory Functions of Human Resource Management are as follows:

Human Resource Management is expert in managing human resources and so can give advice on matters related to human resources of the organisation. Human Resource Management can offer advice to:

1. Advised to Top Management

Personnel manager advises the top management in formulation and evaluation of personnel programs, policies, and procedures.

2. Advised to Departmental Heads

Personnel manager advises the heads of various departments on matters such as manpower planning, job analysis, job design, recruitment, selection, placement, training, performance appraisal, etc.

1.7 NATURE AND SCOPE OF HUMAN RESOURCE MANAGEMENT:

NATURE OF HRM:

Human Resource Management (HRM) is a strategic and dynamic function that focuses on managing an organisation's workforce effectively. The key characteristics of HRM include:

1. **People-Oriented** – HRM focuses on managing people as valuable assets and ensuring their well-being and growth.
2. **Continuous Process** – HRM is an ongoing function that involves hiring, training, performance management, and employee retention.
3. **Strategic in Nature** – It aligns human resources with the organization's long-term goals and business strategies.
4. **Universal Application** – HRM is applicable to all types of organisations, whether small or large, private or public.

5. **Development-Oriented** – It focuses on skill development, career growth, and employee potential.
6. **Multidisciplinary Approach** – HRM incorporates principles from psychology, sociology, economics, and management.
7. **Integrative Function** – It ensures collaboration between employees and management for organisational success.
8. **Regulatory and Ethical Framework** – HRM ensures compliance with labor laws, ethical work practices, and employee rights.

1.8 SCOPE OF HUMAN RESOURCE MANAGEMENT (HRM):

Human Resource Management (HRM) encompasses various functions essential for managing and developing an organization's workforce.

1. Human Resource Planning (HRP)

HRP involves forecasting future workforce needs and ensuring a balance between the demand and supply of employees. It helps organizations plan for recruitment, training, and workforce allocation effectively.

2. Recruitment and Selection

This process includes identifying job vacancies, attracting potential candidates, and selecting the most suitable employees through interviews and assessments. Effective recruitment strategies ensure a competent and diverse workforce.

3. Training and Development

HRM focuses on enhancing employee skills through training programs, workshops, and career development initiatives. It also involves leadership training and succession planning to prepare employees for higher responsibilities.

4. Performance Management

This function includes setting performance goals, evaluating employee contributions, and providing regular feedback through appraisals. Performance management ensures that employees remain motivated and aligned with organisational objectives.

5. Compensation and Benefits

HRM is responsible for designing salary structures, bonuses, and incentives that attract and retain talent. Additionally, it manages employee benefits such as health insurance, retirement plans, and other perks to enhance job satisfaction.

6. Employee Relations and Engagement

Maintaining a positive work environment is crucial for employee morale and productivity. HRM plays a key role in resolving workplace conflicts, handling grievances, and fostering strong employer-employee relationships to enhance engagement and job satisfaction.

7. Health, Safety, and Welfare

Ensuring workplace safety and employee well-being is a significant aspect of HRM. This includes implementing health and safety regulations, conducting workplace safety training, and providing employee welfare programs.

8. Labor Laws and Legal Compliance

HRM ensures that organisations adhere to employment laws and regulations, protecting both employers and employees. It also manages workplace ethics, employee rights, and legal documentation to prevent legal disputes.

9. HR Technology and Analytics

With advancements in technology, HRM utilizes software and data analytics to streamline HR functions, improve decision-making, and enhance workforce management. Automation of HR processes improves efficiency and accuracy.

10. Succession Planning and Career Development

HRM focuses on identifying and preparing employees for future leadership roles by offering mentorship programs, career development opportunities, and professional growth initiatives. This ensures a smooth transition in leadership and long-term organisational success.

1.9 ROLE OF HUMAN RESOURCES MANAGER:

The primary task of the HR manager is to ensure that the organization's human resources are utilized and managed as effectively as possible. Human resource administrators help design and implement policies and programmes that enhance human abilities and improve the organisation's overall effectiveness. Top executives have learned sometimes the hard way- that inattention to personnel relations and neglect of HR programs are often the cause of poor labour management relations, excessive absenteeism and turn over, law suits charging discrimination, and substandard productivity. More and more leaders of public and private organisation recognise that people are the organisation's primary resource and acknowledge the HR manager's role in developing the human resource.

1. Strategic Partner

The HR Manager collaborates with top management to align HR strategies with business goals. They help in workforce planning, succession management, and organisational growth. By contributing to decision-making, they ensure the company has the right talent to achieve long-term success.

2. Talent Acquisition and Workforce Planning

HR Managers oversee the hiring process by identifying staffing needs, developing job descriptions, and conducting recruitment drives. They ensure a fair and effective hiring process that attracts the best talent to the organisation.

3. Employee Advocate

HR Managers act as a bridge between employees and management, addressing grievances, ensuring fair treatment, and fostering a healthy work culture. They implement policies to improve employee satisfaction, engagement, and retention.

4. Compliance and Risk Management

Ensuring legal compliance is a key HR role. HR Managers handle labor laws, workplace safety regulations, and employee rights. They implement policies that minimize legal risks and create a fair, ethical work environment.

5. Change Management Facilitator

HR Managers lead organisational change by ensuring smooth transitions during mergers, restructurings, or technological advancements. They provide training, communicate changes effectively, and support employees in adapting to new environments.

1.10 RESPONSIBILITIES OF AN HR MANAGER:

1. Recruitment and Staffing

HR Managers oversee the hiring process by developing job descriptions, posting vacancies, and conducting interviews. They ensure that the recruitment process is fair, efficient, and aligned with the organization's needs. By hiring the right talent, they contribute to the overall success and growth of the company.

2. Training and Development

To enhance employee skills and performance, HR Managers identify training needs and organise development programs. They conduct workshops, seminars, and on-the-job training sessions to help employees grow in their careers. Continuous learning opportunities improve productivity and job satisfaction.

3. Performance Management

HR Managers implement performance evaluation systems to track employee achievements and progress. They set Key Performance Indicators (KPIs) and provide constructive feedback through appraisals. Recognizing and rewarding good performance helps maintain employee motivation and engagement.

4. Employee Relations and Welfare

Ensuring a positive work environment is a key responsibility of HR Managers. They address employee grievances, mediate conflicts, and foster a culture of respect and inclusivity. By promoting employee well-being, they contribute to job satisfaction and organisational stability.

5. Compensation and Benefits

HR Managers design competitive salary structures and administer benefits such as health insurance, bonuses, and leave policies. They ensure fair and timely compensation to retain talent and maintain motivation. Proper benefits management helps in boosting employee morale and loyalty.

6. Legal Compliance

Organisations must adhere to labour laws and workplace policies, and HR Managers ensure compliance with these regulations. They handle employee contracts, workplace safety measures, and disciplinary actions. Maintaining legal compliance helps prevent disputes and ensures smooth business operations.

7. Workplace Culture and Engagement

A strong workplace culture enhances employee satisfaction and productivity. HR Managers organize team-building activities, encourage collaboration, and promote company values. A positive and inclusive work culture leads to better teamwork and overall organisational success.

8. Strategic Role in Business Growth

HR Managers play a strategic role by aligning human resource strategies with business goals. They assist in decision-making, workforce planning, and change management. Their efforts ensure that the organisation has the right talent and leadership for future growth.

1.11 HR POLICIES & PROCEDURES:

HR policies and procedures are a set of guidelines and rules that govern employee behavior, workplace practices, and organisational expectations. These policies ensure fairness, consistency, and compliance with labor laws while promoting a productive work environment.

HR POLICIES:

1. Recruitment and Hiring Policy

This policy outlines the procedures for job postings, candidate selection, interview processes, and on boarding. It ensures fair hiring practices, diversity, and equal opportunity for all candidates.

2. Employee Code of Conduct

The Code of Conduct defines expected workplace behavior, ethics, and disciplinary measures. It includes policies on professionalism, integrity, workplace harassment, and conflict resolution.

3. Attendance and Leave Policy

This policy governs working hours, attendance, late arrivals, paid leaves, sick leaves, maternity/paternity leaves, and vacation policies. It ensures proper workforce planning and work-life balance for employees.

4. Performance Management Policy

HR sets guidelines for employee performance evaluations, goal setting, and feedback mechanisms. The policy includes annual appraisals, performance improvement plans, and rewards for high performers.

5. Compensation and Benefits Policy

This policy outlines salary structures, bonuses, incentives, and other benefits such as health insurance, pension schemes, and allowances. It ensures fair and competitive compensation practices.

6. Workplace Safety and Health Policy

The policy ensures a safe and healthy work environment by implementing workplace safety measures, emergency protocols, and health initiatives. It covers occupational hazards, fire safety, and employee wellness programs.

7. Anti-Harassment and Discrimination Policy

This policy aims to create an inclusive and respectful workplace by preventing discrimination based on gender, race, religion, or disability. It includes reporting mechanisms and disciplinary actions for violations.

8. Employee Grievance Policy

HR establishes a clear process for employees to report grievances, concerns, or conflicts. This policy ensures that complaints are addressed fairly and promptly, fostering a supportive work environment.

9. Termination and Exit Policy

The termination policy defines the procedures for voluntary resignation, layoffs, and dismissals. It includes notice periods, final settlements, exit interviews, and handing over responsibilities.

10. Data Protection and Confidentiality Policy

This policy protects employee and company data from misuse or unauthorized access. It outlines rules regarding information security, data privacy, and confidentiality agreements.

HR PROCEDURES:

1. Recruitment and Selection Procedure

This procedure involves identifying job vacancies, advertising positions, screening applications, and conducting interviews. Background checks and reference verifications are done before finalising candidates. Once selected, offer letters are issued, and the onboarding process begins.

2. Employee on boarding Procedure

The on boarding process ensures that new employees integrate smoothly into the organisation. It includes orientation sessions, policy briefings, document submission, and assignment of mentors. A structured-on boarding helps employees adapt quickly and become productive members of the team.

3. Performance Appraisal Procedure

This procedure evaluates employee performance based on predefined goals and Key Performance Indicators (KPIs). Regular feedback sessions and annual performance reviews are conducted to assess strengths and areas for improvement. Rewards, promotions, or performance improvement plans may follow based on evaluations.

4. Attendance and Leave Management Procedure

HR maintains attendance records and tracks employee leaves, including paid leave, sick leave, and emergency leave. Employees must follow the proper leave request process and obtain approvals. This procedure ensures workforce availability and operational efficiency.

5. Payroll and Salary Processing Procedure

Payroll management includes calculating salaries, tax deductions, and employee benefits. Salary disbursement follows a structured process, ensuring accuracy and timely payments. HR also ensures compliance with labor laws and statutory deductions like provident funds and insurance.

6. Employee Grievance Handling Procedure

A structured grievance procedure allows employees to raise concerns related to workplace issues, harassment, or policy violations. HR investigates complaints confidentially and takes appropriate actions to resolve disputes. A fair grievance-handling process promotes a healthy work environment.

7. Disciplinary Action Procedure

This procedure outlines steps to address employee misconduct, policy violations, or unethical behavior. HR investigates the issue, provides warnings, and, if necessary, takes disciplinary actions like suspension or termination. A fair and transparent process ensures workplace discipline and professionalism.

8. Workplace Safety and Health Procedure

HR ensures that workplace safety guidelines, emergency protocols, and health policies are followed. Regular safety drills, health check-ups, and compliance with occupational safety laws are part of this procedure. A safe working environment reduces risks and enhances employee well-being.

9. Employee Exit and Termination Procedure

When an employee resigns or is terminated, HR follows a structured exit process. It includes notice periods, final settlements, exit interviews, and clearance of company assets. A smooth exit procedure ensures professionalism and maintains a positive employer reputation.

10. Data Protection and Confidentiality Procedure

HR ensures that employee and company data remain secure and confidential. Employees are required to follow data security policies, and access is restricted to authorised personnel only. This procedure helps in protecting sensitive business information from misuse.

1.12 DIFFERENCE BETWEEN PERSONNEL MANAGEMENT AND HRM

S No	Aspect	Personnel Management	Human Resource Management (HRM)
1	Definition	Traditional approach focused on administrative employee management.	Modern approach that aligns human resources with business goals.
2	Focus	Employee welfare, payroll, and labor relations.	Employee development, motivation, and organisational growth.
3	Approach	Reactive – focuses on solving problems when they arise.	Proactive – focuses on workforce planning and development.
4	Employee View	Employees are seen as tools or resources for production.	Employees are considered valuable assets and strategic partners.
5	Decision-Making	Decisions are made by top management with limited employee involvement.	Encourages employee participation and empowerment in decision-making.

6	Training & Development	Limited to job-specific training.	Emphasizes continuous learning, leadership development, and career growth.
7	Motivation	Based on economic rewards such as salary and benefits.	Uses monetary and non-monetary rewards like recognition, career growth, and engagement programs.
8	Work Environment	Strict hierarchy and formal structures.	Flexible and adaptive work culture.
9	Communication	One-way communication (top-down approach).	Two-way communication (employee feedback and engagement).
9	Legal Compliance	Primarily focuses on labor law compliance.	Focuses on legal compliance while also enhancing employee satisfaction and performance.
10	Technology Use	Minimal use of HR technology.	Uses HR analytics, AI, and HR software for strategic planning.
11	Scope	Limited to administrative HR functions like hiring, payroll, and discipline.	Covers broader areas such as talent management, employee engagement, and strategic HR planning.

Objective Type Questions

1. HRM stands for:
 - a) Human Rights Management
 - b) Human Resource Management
 - c) Human Recruitment Management
 - d) Human Relations Management

Ans: B

2. Which of the following is **not** a function of HRM?
 - a) Recruitment
 - b) Training
 - c) Auditing
 - d) Performance Appraisal

Ans: C

3. The nature of HRM is:
 - a) Rigid
 - b) Flexible
 - c) Temporary
 - d) Fixed

Ans: B

4. Who is responsible for implementing HR policies in an organization?
 - a) Operations Manager
 - b) HR Manager
 - c) CEO
 - d) Sales Manager

Ans: B

5. Which is **not** a characteristic of HRM?
- a) Dynamic
 - b) Continuous
 - c) Temporary
 - d) Goal-oriented

Ans: C

6. Personnel Management focuses mainly on:
- a) Strategic Development
 - b) Employee Management
 - c) Innovation
 - d) Marketing

Ans: B

7. HR Policies are:
- a) Legal Documents
 - b) Strategic Guidelines
 - c) Operational Tools
 - d) Marketing Tools

Ans: B

8. HRM differs from Personnel Management by being:
- a) Reactive
 - b) Routine
 - c) Strategic and Development-Oriented
 - d) Maintenance-Oriented

Ans: C

9. Scope of HRM includes:
- a) Only Hiring

- b) Hiring and Firing
- c) Recruitment to Retirement
- d) None

Ans: C

10. A key responsibility of an HR Manager is to:

- a) Handle Sales
- b) Design Products
- c) Manage People and Develop Talent
- d) Handle Machinery

Ans: C

Small Questions – LOCF Mapping Table

S.No	Small Question	CO	Bloom's Level	PO
1	Define Human Resource Management.	CO1	Remember	PO1
2	List any four characteristics of HRM.	CO1	Remember	PO1
3	State the main functions of HRM.	CO1	Remember	PO1
4	What is meant by the nature of HRM?	CO2	Understand	PO2
5	Mention the scope of HRM.	CO2	Remember	PO2

Big Questions – LOCF Mapping Table

S.No	Big Question	CO	Bloom's Level	PO
1	Explain the concept, nature and scope of Human Resource Management.	CO1	Understand	PO1
2	Discuss the characteristics and importance of Human Resource Management in an organization.	CO1	Analyze	PO1
3	Explain in detail the functions of Human Resource Management.	CO2	Understand	PO2
4	Describe the roles and responsibilities of an HR Manager in modern organizations.	CO3	Analyze	PO3
5	Explain the importance of HR policies and procedures in an organization.	CO2	Understand	PO2

Unit -II

HUMAN RESOURCE PLANNING

2.1 Human Resource Planning (HRP)

Human Resource Planning (HRP) is the process of forecasting an organisation's future workforce needs and developing strategies to ensure that the right talent is available at the right time. It helps in aligning human resources with business goals, reducing skill gaps, and improving workforce efficiency.

Steps in Human Resource Planning

1. Assessing Current Workforce

The first step in HRP involves analysing the existing workforce, including their skills, experience, and performance levels. This helps organisations understand workforce strengths and identify areas for improvement.

2. Forecasting Future HR Needs

HR managers predict future workforce requirements based on business growth, market trends, and technological advancements. Workforce demand is analyzed by considering retirements, promotions, and expansion plans.

3. Identifying Skill Gaps

A comparison between current workforce capabilities and future requirements helps in identifying skill shortages. HR then plans recruitment, training, or redeployment strategies to bridge these gaps.

4. Developing HR Strategies

Organisations create HR strategies to acquire, train, and retain employees. This includes recruitment plans, employee development programs, performance management systems, and succession planning to ensure a stable workforce.

5. Implementing HR Plans

Once strategies are developed, HR departments execute hiring processes, training sessions, and employee engagement programs. Workforce allocation and talent development activities ensure smooth implementation.

6. Monitoring and Evaluating HR Plans

Regular monitoring of HR plans helps in identifying any deviations and making necessary adjustments. Feedback mechanisms and performance reviews ensure continuous improvement in workforce planning.

IMPORTANCE OF HUMAN RESOURCE PLANNING

1. Ensures Workforce Availability

HRP ensures that the organisation has the right number of employees with the required skills at all times. It prevents workforce shortages and disruptions in business operations.

2. Improves Employee Productivity

By identifying skill gaps and providing necessary training, HRP enhances employee efficiency and job performance. A well-planned workforce contributes to organisational success.

3. Reduces Hiring and Training Costs

Effective HRP minimizes unnecessary recruitment and training expenses. By forecasting workforce needs, organisations can plan cost-effective hiring and training strategies.

4. Supports Business Growth and Expansion

As companies grow, HRP helps in scaling the workforce to meet business demands. It ensures a smooth transition during expansion, mergers, or restructuring.

5. Enhances Employee Retention and Satisfaction

HRP includes career development plans and employee engagement strategies that improve job satisfaction. A well-structured workforce plan reduces turnover rates and retains top talent.

2.2 JOB EVALUATION

Job evaluation is a systematic process of assessing the relative worth of different jobs within an organisation. It helps in determining fair salary structures, career progression, and internal equity. The goal is to establish a fair and consistent compensation system based on job responsibilities, skills, and contributions.

Objectives of Job Evaluation

1. Ensuring Fair Compensation

Job evaluation helps in establishing a fair salary structure by comparing roles based on responsibilities and skills. It eliminates pay disparities and promotes internal equity.

2. Supporting Organisational Structure

By evaluating job roles, organisations can define clear job hierarchies and career progression paths. This ensures proper workforce planning and talent management.

3. Enhancing Employee Satisfaction

A transparent job evaluation process improves employee trust and satisfaction. When employees feel they are fairly compensated, motivation and productivity increase.

4. Facilitating Recruitment and Retention

Job evaluation helps in setting competitive salary benchmarks, attracting skilled professionals, and retaining existing employees. Fair pay structures reduce turnover rates.

5. Ensuring Compliance with Labor Laws

By systematically evaluating jobs and pay scales, organisations ensure compliance with labor laws and avoid legal disputes related to wage discrimination.

2.3 METHODS OF JOB EVALUATION:

1. Ranking Method

In this method, jobs are ranked from highest to lowest based on their importance and complexity. It is a simple approach suitable for small organisations but may lack detailed job analysis.

2. Job Classification Method

This method groups jobs into predefined categories or grades based on duties, skills, and responsibilities. Each grade is assigned a specific pay scale, ensuring consistency in compensation.

3. Point Factor Method

A widely used method where different job factors (e.g., skills, experience, responsibility) are assigned specific points. The total points determine the job's value and corresponding salary range.

4. Factor Comparison Method

This technique compares jobs based on key factors like skill level, effort, and working conditions. Each factor is assigned a monetary value, and the sum determines the job's compensation.

2.4 JOB ANALYSIS

Job analysis is a systematic process of collecting and evaluating information about a job, including its tasks, responsibilities, required skills, and work environment. It helps

organisations in designing job roles, hiring the right candidates, and ensuring effective workforce management.

IMPORTANCE OF JOB ANALYSIS:

1. Helps in Recruitment and Selection

By defining job roles and required skills, job analysis ensures that the right candidates are hired for specific positions.

2. Supports Training and Development

It identifies skill gaps, allowing organisations to design training programs that improve employee performance and efficiency.

3. Improves Performance Appraisal

Job analysis provides clear performance expectations, making employee evaluations more objective and fairer.

4. Assists in Compensation and Benefits

A well-structured job analysis helps in determining fair salary structures and employee benefits based on job complexity and responsibilities.

5. Enhances Organisational Efficiency

Clearly defined job roles prevent role confusion, improve productivity, and ensure smooth workflow management within an organisation

METHODS OF JOB ANALYSIS:

1. Observation Method

HR professionals or analysts observe employees while they perform their tasks to understand the job requirements. This method is effective for roles involving physical or manual work.

2. Interview Method

Employees and supervisors are interviewed to gather insights about job duties, skills, and challenges. It provides in-depth job-related information.

3. Questionnaire Method

A structured questionnaire is given to employees to collect data about their tasks, responsibilities, and required skills. This method is useful for large-scale job analysis.

4. Work Diary Method

Employees maintain a daily record of their tasks and activities over a period. This helps in understanding job responsibilities and workload distribution.

2.5 JOB DESCRIPTION

A job description is a formal document that outlines the duties, responsibilities, qualifications, and work environment of a specific job. It serves as a reference for hiring, performance evaluation, and career development within an organisation.

COMPONENTS OF A JOB DESCRIPTION

1. Job Title

The official designation of the job, which reflects the position's role and responsibilities within the organisation. Example: "Human Resources Manager" or "Marketing Executive."

2. Job Summary

A brief overview of the job, highlighting its purpose, primary duties, and contributions to the organisation. It helps candidates understand the role at a glance.

3. Key Responsibilities

A detailed list of the essential tasks and duties associated with the job. This section provides clarity on what is expected from the employee on a daily basis.

4. Qualifications and Skills

The required educational background, work experience, technical skills, and soft skills necessary to perform the job effectively. It ensures that the right candidates apply for the role.

5. Reporting Structure

Information about whom the employee reports to (e.g., department head, team leader) and if they have any subordinates or teams to manage.

6. Work Environment and Conditions

Details about the job setting, such as office work, fieldwork, or remote work, along with any physical demands or travel requirements.

7. Salary and Benefits

Some job descriptions may include details about compensation, incentives, bonuses, and additional benefits like health insurance, paid leave, and retirement plans.

IMPORTANCE OF A JOB DESCRIPTION:

1. Aids in Recruitment and Selection

A clear job description helps HR attract suitable candidates and streamline the hiring process by setting clear expectations.

2. Defines Employee Roles and Responsibilities

It prevents role confusion and ensures that employees understand their job duties and work expectations.

3. Supports Performance Evaluation

Job descriptions serve as a benchmark for evaluating employee performance, identifying training needs, and setting career growth goals.

4. Helps in Compensation Planning

A well-structured job description assists HR in determining fair pay scales and benefits based on job complexity and industry standards.

5. Ensures Legal Compliance

Clearly defined job roles help organisations comply with labor laws, reducing the risk of disputes related to job duties and compensation.

2.6 JOB SPECIFICATION:

Job specification defines the qualifications, skills, experience, and personal attributes required for a specific job role. It helps HR professionals select the most suitable candidates by outlining the essential criteria for job performance. A well-defined job specification ensures that the organisation hires individuals who meet the job's technical and behavioral requirements.

FEATURES OF JOB SPECIFICATION:

1. Educational Qualifications

This specifies the minimum academic qualifications required for the job, such as a diploma, bachelor's degree, or master's degree. Higher qualifications may be preferred for specialized roles.

2. Work Experience

It details the required years of experience in a relevant field. Some roles may demand prior industry-specific experience or expertise in particular tasks and responsibilities.

3. Technical and Soft Skills

Technical skills include specific knowledge related to the job, such as proficiency in software, machinery, or industry tools. Soft skills like communication, teamwork, and leadership abilities are also essential for job success.

4. Personality Traits

Employers may look for qualities like problem-solving ability, adaptability, and leadership skills. These attributes contribute to workplace efficiency and team collaboration.

5. Physical and Medical Requirements

For some roles, specific physical abilities or medical conditions may be considered, such as stamina for fieldwork, good eyesight for technical inspections, or fitness for physically demanding jobs.

2.7 RECRUITMENT

Recruitment is the process of attracting, selecting, and hiring qualified candidates for job vacancies in an organisation. It ensures that the organisation has the right talent to meet its operational needs and long-term goals.

STEPS IN RECRUITMENT PROCESS:

1. Identifying Job Vacancies

HR teams analyze workforce requirements and identify vacant positions that need to be filled. This helps in workforce planning and organisational growth.

2. Job Posting and Advertising

Vacancies are advertised through job portals, company websites, newspapers, and social media. This step ensures that a wide range of candidates are reached.

3. Screening and Short listing

Resumes are reviewed to shortlist candidates based on job specifications. The most suitable

4. Conducting Interviews and Assessments

Candidates go through interviews, written tests, or practical assessments to evaluate their skills, experience, and suitability for the role.

5. Final Selection and Job Offer

The best candidate is selected, and a formal job offer is extended. Salary, benefits, and terms of employment are discussed before on boarding begins.

2.8 SELECTION

Selection is the process of choosing the most suitable candidate from a pool of applicants for a specific job role. It is a critical HR function that ensures the organisation hires individuals who meet job requirements and align with company goals. Effective selection reduces employee turnover and enhances productivity.

IMPORTANCE OF SELECTION:

1. Ensures Hiring of the Right Talent

A well-structured selection process helps in identifying the most qualified and suitable candidates for the job, improving organisational efficiency.

2. Reduces Employee Turnover

Selecting the right candidate's increases job satisfaction and retention, reducing hiring and training costs.

3. Improves Workplace Productivity

Employees who match job requirements contribute effectively to organisational growth and overall team performance.

4. Maintains Legal Compliance

A proper selection process ensures fair hiring practices, avoiding discrimination and legal issues related to employment.

STEPS IN THE SELECTION PROCESS:

1. Preliminary Screening

In this initial step, HR reviews applications and resumes to shortlist candidates based on basic job qualifications. This helps filter out unsuitable applicants.

2. Written Tests and Assessments

Candidates may be required to take aptitude tests, technical exams, or psychometric assessments to evaluate their skills, knowledge, and personality traits.

3. Interview Process

Shortlisted candidates undergo interviews, which can be structured (formal questions), unstructured (conversational), or behavioral (scenario-based). This step assesses communication skills, experience, and cultural fit.

4. Background Verification

The employer verifies candidates' educational credentials, past work experience, and any legal or professional records to ensure credibility and authenticity.

5. Final Selection and Job Offer

The most suitable candidate is selected, and a formal job offer is provided, detailing salary, benefits, job role, and terms of employment.

6. Employee On boarding

Once the candidate accepts the job offer, they go through an on boarding process, including orientation, training, and integration into the organisation's culture.

METHODS OF SELECTION:

1. Application Forms and CVs

Candidates submit their application forms and CVs, which provide details about their qualifications, work experience, skills, and personal information. This helps employer's shortlist suitable applicants.

2 Online Screening and Short listing

Employers use online tools and software to filter applications based on keywords, qualifications, and job criteria. This method speeds up the initial selection process.

3. Interviews

One of the most common selection methods, interviews allows employers to assess a candidate's skills, experience, communication, and problem-solving abilities through direct conversation.

4. Psychometric Testing

These tests evaluate a candidate's cognitive abilities, behavioral traits, and personality to determine how well they fit the job role and company culture.

5. Ability and Aptitude Test

These assessments measure candidates' problem-solving skills, logical reasoning, numerical ability, and job-specific technical knowledge.

6. Personality Profiling

This method helps employers understand a candidate's personality traits, such as leadership style, teamwork ability, and emotional intelligence, to ensure job-role suitability.

7. Presentations

Candidates may be asked to give a presentation on a specific topic to assess their communication skills, confidence, subject knowledge, and ability to engage an audience.

8. Group Exercises

Involves teamwork-based tasks where candidates collaborate on problem-solving activities, helping employers evaluate leadership, communication, and cooperation skills.

9. Assessment Centers

A combination of multiple selection techniques, such as interviews, group exercises, and written tests, conducted in a controlled environment to assess overall candidate potential.

10. Reference

Employers contact previous employers or mentors to verify a candidate's work experience, skills, and professional behavior before making a final hiring decision.

2.9 INTERVIEWS

An interview is a formal discussion between an employer and a candidate to assess their suitability for a job role. It helps recruiters evaluate the candidate's skills, experience, communication, and cultural fit within the organisation.

TYPES OF INTERVIEWS:

1. Structured Interview

A standardized interview where candidates are asked the same set of predefined questions. It ensures fairness and consistency in the evaluation process.

2. Unstructured Interview

A more flexible and conversational interview where questions are adapted based on the candidate's responses. This helps assess personality and problem-solving skills.

3. Behavioural Interview

Candidates are asked to describe past experiences and how they handled specific situations. It helps employers predict future job performance based on past behavior.

4. Panel Interview

A candidate is interviewed by multiple interviewers from different departments. This method provides a comprehensive assessment from various perspectives.

5. Technical Interview

Used for specialized roles, this interview tests a candidate's technical skills, problem-solving abilities, and industry knowledge through job-related questions and tasks.

6. Stress Interview

The interviewer deliberately creates pressure or asks challenging questions to observe how the candidate handles stress and difficult situations.

7. Group Interview

Multiple candidates are interviewed together and asked to discuss topics or solve problems. It helps assess teamwork, leadership, and communication skills.

8. Virtual Interview

Conducted online via video conferencing platforms, this method is useful for remote hiring and global recruitment

TEST

A test is a tool or method used to measure a person's knowledge, skills, abilities, personality, or performance in a specific area.

TYPES OF TESTS:

1. Aptitude Tests

Measure a person's ability to learn or perform specific tasks. Example: Logical reasoning, numerical ability.

2. Personality Tests

Assess behavioral traits and how well a person might fit into the company culture. Example: Myers-Briggs, Big Five Personality Test.

3. Skills or Proficiency Tests

Evaluate specific job-related skills like typing, software use, or language proficiency.

4. Psychometric Tests

Combine elements of aptitude and personality to predict job performance and compatibility.

5. Cognitive Ability Tests

Measure general Intelligence and problem-solving ability.

2.10 INDUCTION AND PLACEMENT

2.10.1 INDUCTION

Induction, also known as on boarding, is the process of introducing new employees to the organisation, its culture, policies, and job roles. It helps them adjust to their new workplace and understand expectations.

STEPS IN THE INDUCTION PROCESS:

1. Introduction to the Organization – New employees learn about company history, mission, vision, and values.

2. Workplace Orientation – Employees are introduced to their work environment, team members, and reporting managers.

3. Policy and Procedure Briefing – HR explains rules, company policies, and employee benefits.

4. Training and Development – Initial job training is provided to help employees understand their responsibilities and work processes

2.10.2 PLACEMENT

Placement is the process of assigning a selected candidate to the right job role within the organisation based on their skills, qualifications, and experience. It ensures a good match between job requirements and employee capabilities.

TYPES OF PLACEMENTS:

1. Right Placement – Employee skills align perfectly with job responsibilities, leading to better performance.

2. Wrong Placement– A mismatch between skills and job roles, which may lead to inefficiency and dissatisfaction.

3. Temporary Placement – Employees are placed in short-term roles before being assigned a permanent

Objective Type Questions:

1. Human Resource Planning is primarily concerned with:
 - a) Firing Employees
 - b) Training Programs
 - c) Forecasting Human Resource Needs
 - d) Conducting Meetings

Ans: C

2. Job Analysis includes:
 - a) Recruitment
 - b) Selection
 - c) Job Description & Specification
 - d) Training

Ans: C

3. A detailed list of tasks, duties, and responsibilities is called:
 - a) Job Evaluation
 - b) Job Specification
 - c) Job Description
 - d) Job Rotation

Ans: C

4. The selection process begins with:
 - a) Appointment
 - b) Interview
 - c) Screening Applications
 - d) Testing

Ans: C

5. The final step of selection is:

- a) Shortlisting
- b) Induction
- c) Placement
- d) Testing

Ans: C

6. Job Evaluation helps in:

- a) Reducing Employees
- b) Determining Job Worth
- c) Testing
- d) Hiring

Ans: B

7. Induction refers to:

- a) Job Transfer
- b) Job Termination
- c) Introducing a new employee to the organization
- d) Promoting

Ans: C

8. Which of the following is a method of recruitment?

- a) Exit Interview
- b) Campus Interview
- c) Performance Review
- d) Training

Ans: B

9. A **test** used in selection is aimed at evaluating:

- a) Salary

- b) Performance
- c) Skills & Abilities
- d) Retirement

Ans: C

10. Job Specification includes:

- a) Duties
- b) Responsibilities
- c) Skills and Qualifications
- d) None

Ans: C

Small Questions – LOCF Mapping Table

S.No	Small Question	CO	Bloom's Level	PO
1	Define Human Resource Planning.	CO1	Remember	PO1
2	State the objectives of Human Resource Planning.	CO1	Remember	PO1
3	What is Job Evaluation?	CO2	Remember	PO2
4	List the methods of Job Evaluation.	CO2	Remember	PO2
5	Define Job Analysis.	CO2	Remember	PO2

Big Questions – LOCF Mapping Table

S.No	Big Question	CO	Bloom's Level	PO
1	Explain the concept, objectives and importance of Human Resource Planning.	CO1	Understand	PO1
2	Discuss the methods of Job Evaluation in detail.	CO2	Analyze	PO2
3	Explain the process of Job Analysis and its significance in HRM.	CO2	Understand	PO2
4	Describe Job Description and Job Specification with suitable examples.	CO2	Understand	PO2
5	Explain the concept and sources of Recruitment.	CO3	Understand	PO3

Unit - III

TRAINING AND DEVELOPMENT

3.1 MEANING OF TRAINING

Training is an organised activity for increasing the knowledge and skills of people for a definite purpose. It involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency. In other words, the trainees acquire technical knowledge, skills and problem-solving ability by undergoing the training programme.

3.2 DEFINITIONS OF TRAINING:

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 Dale S. Beach, “Training is the organized procedure by which people learn knowledge and skill for definite purpose”.

According to H. John Bernardin, “Training is any attempt to improve employee performance on a currently held job or one related to it”.

3.3 OBJECTIVES OF TRAINING:

1. To impart to new entrants the basic knowledge and skill they need for an intelligent performance of definite tasks.
2. To assist employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills, they will need in their particular fields.
3. To build up a second line of competent officers and prepare them to occupy more responsible positions.

4. To broaden the minds of senior managers by providing them with opportunities for an interchange of experiences within and outside with a view to correcting the narrowness of the outlook that may arise from over-specialization.

5. To impart customer education for the purpose of meeting the training needs of Corporations which deal mainly with the public. In a nutshell, the objectives of training are to bridge the gap between existing performance ability and desired performance

3.4 NEED AND IMPORTANCE OF TRAINING:

1. Increasing Productivity

Instruction can help employees increase their level of performance on their present job assignment. Increased human performance often directly leads to increased operational productivity and increased company profit.

2. Improving Quality

Better informed workers are less likely to make operational mistakes. Quality increases may be in relationship to a company product or service, or in reference to the intangible organisational employment atmosphere.

3. Helping a Company Fulfill its Future Personnel Needs

Organisations that have a good internal educational programme will have to make less drastic manpower changes and adjustments in the event of sudden personnel alternations.

4. Improving Organisational Climate

An endless chain of positive reactions results from a well-planned training-programme. Production and product quality may improve; financial incentives may then be increased, internal promotions become stressed, less supervisory pressures ensue and base pay rate increases result.

5. Improving Health and Safety

Proper training can help prevent industrial accidents. A safer work environment leads, to more stable mental attitudes on the part of employees.

6. Obsolescence Prevention

Training and development programmes foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to age, temperament or motivation, or the inability of a person to adapt him to technological changes.

7. Personal Growth

Employees on a personal basis gain individually from their exposure to educational experiences. Again, Management development programmes seem to give participants a wider awareness, an enlarged skin, an enlightened altruistic philosophy, and make enhanced personal growth possible

3.5 TRAINING PROCESS

Training is a structured process that enhances employees' skills, knowledge, and competencies to improve their job performance. It helps employees adapt to changes, increases productivity, and prepares them for career growth.

3.5.1 STEPS IN THE TRAINING PROCESS

1. Identifying Training Needs

The first step is to assess gaps in employees' skills and knowledge. This can be done through performance reviews, feedback, and job analysis.

2. Setting Training Objectives

Clear goals are established to define what employees should learn. Objectives should be specific, measurable, achievable, relevant, and time-bound (SMART).

3. Designing the Training Program

Based on objectives, training content, methods, and materials are planned. Training can be on-the-job (practical learning) or off-the-job (classroom sessions, workshops).

4. Implementing the Training

The training program is conducted using various methods such as lectures, case studies, role-playing, e-learning, or hands-on exercises.

5. Evaluating Training Effectiveness

After training, feedback is collected through tests, surveys, or performance assessments to measure its impact and effectiveness. If needed, improvements are made for future training.

3.6 METHODS OF TRAINING:

The following methods are generally used to provide training:

3.6.1 On-the-Job Training Methods:

This type of training is imparted on the job and at the work place where the employee is expected to perform his duties.

1. On Specific Job

On the job training methods is used to provide training for a specific job such as electrical, motor mechanic, plumbing etc.

Experience: This is the oldest method of on-the-job training. Learning by experience cannot and should not be eliminated as a method of development, though as a sole approach; it is a wasteful, time consuming and inefficient.

2. Coaching

On-the-Job coaching by the superior is an important and potentially effective approach is superior. The technique involves direct personnel instruction and guidance, usually with extensive demonstration.

3. Job Rotation

The major objective of job rotation training is the broadening of the background of trainee in the organisation. If trainee is rotated periodically from one job to another job, he acquires a general background.

4. Special Projects

This is a very flexible training device. The trainee may be asked to perform special assignment; thereby he learns the work procedure.

5. Apprenticeship

Under this method, the trainee is placed under a qualified supervisor or instructor for a long period of time depending upon the job and skill required. Wages paid to the trainee are much less than those paid to qualified workers.

6. Vestibule Training

Under this method, actual work conditions are created in a classroom or a workshop. The machines, materials and tools under this method is same as those used in actual performance in the factory.

3.6.2 Off-the-Job Training Methods:

Following is the off the job training techniques:

1. Special Courses and Lectures

Lecturing is the most traditional form of formal training method Special courses and lectures can be established by business organisations in numerous ways as a part of their development programmes.

2. Conferences

This is also an old method, but still a favorite training method. In order to escape the limitations of straight lecturing many organisations have adopted guided, discussion type of conferences in their training programmes. In this method, the participant's pools,

their ideas and experience in attempting to arrive at improved methods of dealing with the problems, which are common subject of discussion

3. Case Studies

This technique, which has been developed, popularized by the Harvard Business School, U.S.A is one of the most common forms of training. A case is a written account of a trained reporter of analyst seeking to describe an actual situation.

4. Brainstorming

This is the method of stimulating trainees to creative thinking. This approach developed by Alex Osborn seeks to reduce inhibiting forces by providing for a maximum of group participation and a minimum of criticism. A problem is posed and ideas are invited. Quantity rather quality is the primary objective. Ideas are encouraged and criticism of any idea is discouraged. Chain reactions from idea to idea often develop. Later these ideas are critically examined. There is no trainer in brainstorming and it has been found that the introduction of known reports into it will reduce the originality and practicability of the group contribution.

5. Laboratory Training

Laboratory training adds to conventional training by providing situations in which the trainees themselves experience through their own interaction some of the conditions they are talking about. Laboratory training is more concerned about changing individual behaviour and attitude. There are two methods of laboratory training: simulation and sensitivity training.

6. Simulation

An increasing popular technique of management development is simulation of performance. In this method, instead of taking participants into the field, the field can be simulated in the training session itself. Simulation is the presentation of real situation of organisation in the training session. There are two common simulation methods of training. They are role-playing and business game.

7. Role-playing

Role-playing is a laboratory method, which can be used rather easily as a supplement of conventional training methods. Its purpose is to increase the trainee's skill in dealing with other people. One of its greatest uses, in connection with human relations training, but it is also used in sales training as well. It is spontaneous acting of a realistic situation involving two or more persons, under classroom situations. Dialogue spontaneously grows out of the situation, as the trainees assigned to it develop it.

8. Gaming

Gaming has been devised to simulate the problems of running a company or even a particular department. It has been used for a variety of training objectives from investment strategy, collective bargaining techniques to the morale of clerical personnel. It has been used at all the levels, from the executives for the production supervisors. Gaming is a laboratory method in which role-playing exists but its difference is that it focuses attention on administrative problems, while role-playing tend to emphasis mostly feeling and tone between people in interaction.

9. Sensitivity Training

Sensitivity training is the most controversial laboratory training method. Many of its advocates have an almost religious zeal in their enhancement with the training group experience. Some of its critics match this favour in their attacks on the technique. As a result of criticism and experience, a revised approach, often described as "team development" training has appeared.

3.7 TRAINING NEEDS ASSESSMENT:

It is a systematic process used to identify gaps in employee skills, knowledge, and performance to determine the need for training. It helps organisations align training programs with business goals and employee development.

3.7.1 OBJECTIVES OF TRAINING NEEDS ASSESSMENT (TNA)

1. Identify Skill Gaps

TNA helps organisations assess the difference between current employee skills and required competencies. By identifying these gaps, companies can design training programs that address specific needs and improve overall performance.

2. Enhance Employee Performance

By providing relevant training, TNA ensures that employees perform their tasks efficiently and confidently. Well-trained employees contribute to higher productivity and fewer errors in the workplace.

3. Align Training with Organisational Goals

TNA ensures that training initiatives support business objectives, helping employees develop skills that directly contribute to the company's success. This alignment enhances overall operational efficiency.

4. Optimise Training Resources

Conducting a TNA prevents unnecessary training expenditures by focusing on critical areas. It helps organisations allocate resources effectively, maximizing the return on investment in training.

5. Increase Employee Engagement and Satisfaction

Training programs designed based on TNA foster a learning culture within the organisation. Employees feel valued and motivated when their development needs are addressed, leading to higher job satisfaction.

6. Adapt to Industry Trends

With rapidly evolving industry standards and technological advancements, TNA ensures employees stay updated. Continuous learning helps organisations maintain a competitive edge in the market.

7. Improve Customer Satisfaction

Well-trained employees provide better service, reducing errors and improving customer experiences. This leads to higher customer satisfaction and strengthens the organisation's reputation.

8. Measure Training Effectiveness

TNA allows organisations to evaluate the impact of training programs on employee performance. Regular assessment helps refine training strategies for continuous improvement and long-term success.

3.8 METHODS OF TRAINING NEEDS ASSESSMENT (TNA):

Training Needs Assessment (TNA) can be conducted using various methods to identify skill gaps and training requirements effectively. Organisations choose methods based on their size, industry, and specific training objectives. Below are some key methods used in TNA:

1. Surveys and Questionnaires

Organisations use surveys and questionnaires to gather information from employees about their training needs. This method is cost-effective and allows for collecting a large amount of data quickly. It helps understand employees' perceptions of their skill gaps and learning preferences.

2. Interviews

One-on-one or group interviews with employees, supervisors, and managers provide in-depth insights into training requirements. This method helps uncover specific challenges and areas where employees need skill enhancement. Interviews allow for open-ended discussions, leading to more detailed responses.

3. Observation

Supervisors or trainers observe employees while they perform their tasks to identify skill deficiencies. This method provides real-time insights into employees' strengths and weaknesses. Observation helps in identifying practical training needs that employees may not report themselves.

4. Performance Appraisals

Regular performance evaluations highlight areas where employees need improvement. By analysing appraisal reports, organisations can identify common skill gaps and develop targeted training programs. This method is effective in aligning training needs with performance expectations.

5. Job Analysis

Job analysis involves studying job roles and responsibilities to determine the necessary skills, knowledge, and competencies required. By comparing these requirements with employees' current skills, organisations can identify training needs. This method ensures that training aligns with job expectations.

6. Focus Groups

A group of employees discusses their training needs, challenges, and suggestions for skill development. Focus groups provide qualitative insights and allow employees to share their perspectives on workplace training requirements. This method is useful for identifying collective training needs.

7. Competency Gap Analysis

Organisations compare the skills employees currently possess with the skills required for a specific job role. This analysis helps in determining the level of training needed to bridge the competency gap and enhance employee performance.

8. Task Analysis

This method involves breaking down job tasks into smaller components to assess the skills and knowledge required for each. It helps in identifying the specific areas where employees need additional training to perform their duties effectively.

9. Customer Feedback and Complaints

Customer feedback can indicate areas where employees need training, especially in customer service roles. Negative feedback or complaints often highlight skill gaps that need to be addressed through training.

10. Exit Interviews

When employees leave an organisation, exit interviews can reveal insights about workplace challenges, including inadequate training. Understanding these gaps helps improve future training programs and employee retention.

3.9 CAREER DEVELOPMENT:

Meaning of Career Development

Career Development is the continuous process of managing learning, work, and personal growth to achieve career goals. It involves acquiring new skills, gaining experience, and exploring opportunities for advancement in one's professional life. Career development is essential for individuals to remain competitive in the job market and for organisations to retain skilled employees.

3.9.1 FEATURES OF CAREER DEVELOPMENT:

1. Continuous Process

Career development is an ongoing journey that evolves throughout an individual's professional life. It involves continuous learning, skill enhancement, and adapting to industry changes.

2. Goal-Oriented

It focuses on setting short-term and long-term career goals. Individuals plan their career paths based on their interests, abilities, and industry demands.

3. Skill Enhancement

Career development emphasizes acquiring new skills and improving existing competencies. Training, education, and on-the-job experiences play a key role in this process.

4. Personal and Professional Growth

It not only enhances professional skills but also contributes to personal growth, including leadership, communication, and problem-solving abilities.

5. Employer and Employee Responsibility

Both employees and employers contribute to career development. While individuals take initiative in learning and skill-building, organisations provide training programs, mentorship, and career growth opportunities.

6. Adaptability to Changes

Career development helps individuals adapt to industry trends, technological advancements, and job market shifts. It ensures career stability and long-term success.

7. Career Advancement Opportunities

A structured career development plan opens doors for promotions, salary hikes, and better job roles. It enhances job satisfaction and motivation.

8. Work-Life Balance

Effective career planning considers work-life balance, ensuring personal well-being while achieving professional success.

3.10 CAREER DEVELOPMENT TRANSFER & PROMOTION:

Career Development Transfer refers to the process of moving skills, knowledge, and experience from one job, role, or industry to another. It enables individuals to transition smoothly between careers, adapt to changing job markets, and explore new professional opportunities. This process is essential for long-term career growth, ensuring employees remain competitive and relevant in their fields. Career transfers can happen within the same organisation, across different industries, or through reskilling and upskilling efforts.

3.10.1 IMPORTANCE OF CAREER DEVELOPMENT TRANSFER:

1. Facilitates Career Growth and Advancement

Career development transfer helps individuals move up the career ladder by shifting into higher roles with more responsibilities and better compensation. Whether through internal promotions, job function changes, or industry shifts, career transfers provide opportunities for professional advancement.

2. Enhances Job Security and Employability

With changing industry trends and job market fluctuations, career transfer ensures long-term job security. Employees with transferable skills can easily adapt to new roles or industries, reducing the risk of unemployment due to downsizing or technological changes.

3. Encourages Skill Diversification

Career transfers allow individuals to expand their skill sets by working in different roles or industries. This diversification makes professionals more valuable to employers and opens doors to multiple career opportunities in the future.

4. Prevents Job Stagnation and Increases Motivation

Staying in the same role for too long can lead to job dissatisfaction and a lack of motivation. Career transfers introduce new challenges, learning experiences, and responsibilities, keeping employees engaged and motivated in their professional journey.

5. Supports Organisational Talent Management

For organisations, career development transfers help in talent retention by providing employees with internal mobility opportunities. It enables businesses to optimize their workforce by placing employees in roles that match their evolving skills and career aspirations.

6. Helps Adapt to Industry and Technological Changes

The job market is constantly evolving with new technologies and business models. Career transfers allow individuals to transition into roles or industries that are growing, ensuring they remain relevant and competitive in the workforce.

7. Improves Work-Life Balance

Employees may seek career transfers to achieve better work-life balance by moving to roles that offer flexible work arrangements, reduced stress, or locations closer to home. This contributes to overall job satisfaction and well-being.

8. Expands Professional Network

Moving between roles, departments, or industries helps professionals connect with new colleagues, mentors, and industry experts. A strong professional network enhances career prospects and provides valuable support during career transitions.

9. Encourages Innovation and Creativity

Exposure to different work environments and industries through career transfers promotes innovative thinking. Employees bring fresh perspectives to their new roles, leading to improved problem-solving and business growth.

10. Aligns Career with Personal Goals

Career transfers allow professionals to explore opportunities that align with their interests, strengths, and long-term aspirations. Whether shifting to a leadership role, entering a new industry, or pursuing passion-driven work, career transfers help individuals achieve meaningful career growth.

3.11 PROMOTIONS:

Promotion refers to the advancement of an employee to a higher position within an organization, often accompanied by increased responsibilities, higher salary, and improved benefits. It is a key aspect of career growth and employee motivation, recognizing hard work, skills, and contributions to the company. Promotions can be based on performance, experience, or organisational needs.

3.11.1 IMPORTANCE OF PROMOTION:

1. Career Growth

Helps employees move up the career ladder and achieve professional development.

2. Increased Job Satisfaction

Employees feel valued and motivated to perform better.

3. Higher Compensation

Promotions usually come with better salary packages and benefits.

4. Skill Development

New roles and responsibilities enhance employees' skills and expertise.

5. Organisational Success

Encourages productivity and improves employee retention.

3.12 TYPES OF PROMOTION:

a) Horizontal Promotion

Employee moves to a different job role at the same level with added responsibilities but no change in rank.

Example: A sales executive moving to a marketing executive role.

b) Vertical Promotion

Employee is promoted to a higher position with increased responsibilities, authority, and salary.

Example: A junior manager being promoted to senior manager.

c) Dry Promotion

Employee gets a higher job title but no salary or financial benefits. This is often given as recognition of performance.

Objective Type Questions:

1. Training focuses on:
 - a) Current Job Performance
 - b) Future Roles
 - c) Firing
 - d) Marketing

2. Development is oriented towards:
 - a) Short-term learning
 - b) Future job roles
 - c) Basic duties
 - d) Past roles

3. TNA stands for:
 - a) Training Needs Assessment
 - b) Training Need Analysis
 - c) Talent and Appraisal
 - d) None

Ans: A

Ans: B

Ans: A

4. The process of career development includes:

- a) Promotion only
- b) Education, Training & Mentoring
- c) Hiring
- d) Evaluation

Ans: B

5. Which of the following is an off-the-job training method?

- a) Job Rotation
- b) Coaching
- c) Case Study
- d) Shadowing

Ans: C

6. Transfer means:

- a) Dismissal
- b) Shifting job position within same level
- c) Promotion
- d) Induction

Ans: B

7. Promotion leads to:

- a) Pay Decrease
- b) Lateral Movement
- c) Higher Responsibility
- d) Exit

Ans: C

8. Training methods include:

- a) Lecture, Role Play, Simulation

- b) Testing
- c) Resignation
- d) Termination

Ans: A

9. The first step in training process is:

- a) Evaluation
- b) Delivery
- c) Assessment of Needs
- d) Feedback

Ans: C

10. Career development is important for:

- a) Only organization
- b) Only individual
- c) Both employee and organization
- d) None

Ans: C

Small Questions – LOCF Mapping Table

S.No	Small Question	CO	Bloom's Level	PO
1	Define Training.	CO1	Remember	PO1
2	What is Training Need Assessment?	CO2	Remember	PO2
3	List the steps in the Training Process.	CO2	Understand	PO2
4	Define Career Development.	CO3	Remember	PO3
5	What is Promotion?	CO3	Remember	PO3

Big Questions – LOCF Mapping Table

S.No	Big Question	CO	Bloom's Level	PO
1	Explain the concept and importance of Training and Development in an organization.	CO1	Understand	PO1
2	Discuss the steps involved in the Training Process.	CO2	Analyze	PO2
3	Explain various Training Methods used in organizations.	CO2	Understand	PO2
4	Describe the concept of Career Development and its importance.	CO3	Understand	PO3
5	Explain Transfer and Promotion in Human Resource Management.	CO3	Analyze	PO3

Unit -IV

EMPLOYEE ENGAGEMENT

4.1 EMPLOYEE ENGAGEMENT

Employee engagement refers to the emotional commitment, motivation, and dedication that employees have toward their organisation and its goals. Engaged employees are enthusiastic about their work, contribute actively to the company's success, and are more likely to stay with the organisation. It goes beyond job satisfaction and focuses on employees' willingness to go the extra mile for their company.

4.2 DEFINITIONS OF EMPLOYEE ENGAGEMENT

1. According to William Kahn

"Employee engagement is the level of an employee's emotional and intellectual commitment to their organisation and work."

2. According to Gallup

"Employee engagement is the involvement and enthusiasm of employees in their work and workplace, influencing productivity and business success."

3. According to Kevin Kruse

"Employee engagement is the emotional commitment the employee has to the organisation and its goals, leading to better performance and higher retention."

4.3 OBJECTIVES OF EMPLOYEE ENGAGEMENT:

The main objective of employee engagement is to create a motivated, committed, and high-performing workforce that contributes to the success of an organization. Below are the key objectives:

1. Enhance Employee Motivation and Satisfaction

The primary goal of employee engagement is to keep employees motivated and satisfied with their work. Engaged employees find meaning in their tasks, leading to higher job satisfaction and better performance.

2. Improve Productivity and Performance

A highly engaged workforce leads to increased efficiency and productivity. Employees who are committed to their jobs tend to put in extra effort, resulting in improved business outcomes.

3. Reduce Employee Turnover and Retention Costs

Organisations aim to engage employees to lower turnover rates. Engaged employees are less likely to leave their jobs, reducing hiring and training costs for the company.

4. Strengthen Organisational Commitment

Employee engagement fosters a sense of loyalty and commitment to the organization's goals and vision. Employees feel connected to the company's success and work towards its growth.

5. Foster a Positive Work Culture

A key objective of engagement is to build a workplace culture that promotes collaboration, trust, and teamwork. A positive environment improves employee morale and strengthens relationships.

6. Encourage Innovation and Creativity

Engaged employees are more likely to contribute innovative ideas and problem-solving strategies, helping the company stay competitive and adaptable in a changing market.

7. Enhance Customer Satisfaction

Employee engagement directly impacts customer service. Happy and motivated employees provide better service, leading to higher customer satisfaction and brand loyalty.

8. Align Employee Goals with Organisational Goals

A well-engaged workforce understands how their work contributes to the company's success. Organisations focus on aligning employee efforts with business objectives to drive overall performance.

9. Promote Employee Well-being

Employee engagement initiatives aim to improve overall well-being by reducing workplace stress, promoting work-life balance, and encouraging professional growth.

10. Increase Profitability and Business Growth

Ultimately, employee engagement leads to higher revenue and long-term business success. A committed workforce helps the organisation achieve its strategic objectives efficiently.

4.4 IMPORTANCE OF EMPLOYEE ENGAGEMENT:

1. Increases Productivity

Engaged employees are more committed to their tasks, leading to higher efficiency, better performance, and improved business outcomes.

2. Reduces Employee Turnover

Organisations with high engagement levels experience lower employee turnover as engaged employees are more loyal and satisfied with their jobs.

3. Enhances Customer Satisfaction

Engaged employees provide better service, leading to improved customer experience and stronger client relationships.

4. Encourages Innovation and Creativity

Motivated employees are more likely to contribute new ideas, solve problems effectively, and drive innovation in the organisation.

5. Improves Workplace Culture

A positive work environment with high engagement fosters teamwork, collaboration, and strong relationships among employees and management.

6. Strengthens Organisational Reputation

Companies with engaged employees attract top talent and build a strong employer brand, making them desirable workplaces.

7. Boosts Profitability

Higher employee engagement leads to better business performance, increased sales, and higher overall profitability.

4.5 EVALUATION OF EMPLOYEE ENGAGEMENT:

1. Employee Engagement Survey

Surveys are a common method to assess employee engagement levels. They include questions about job satisfaction, workplace culture, leadership effectiveness, and career growth opportunities. Organisations use this data to improve policies and address employee concerns.

2. Performance and Productivity Analysis

Engaged employees are more productive and perform their tasks efficiently. Organisations track key performance indicators (KPIs), task completion rates, and overall work quality to assess engagement levels.

3. Employee Turnover and Retention Rates

High turnover rates can indicate low employee engagement. Organisations analyze resignation patterns and conduct exit interviews to understand why employees leave and how engagement can be improved.

4. Absenteeism and Attendance Monitoring

Frequent unplanned leaves or absenteeism may signal job dissatisfaction and disengagement. Companies track attendance records to identify employees who may need additional support or motivation.

5. One-on-One Meetings and Feedback Sessions

Regular discussions between employees and managers provide insights into engagement levels. Open communication helps employees express their concerns and feel valued, leading to increased motivation.

6. 360-Degree Feedback

This method gathers feedback from colleagues, subordinates, and supervisors to assess employee engagement. It provides a comprehensive view of how employees interact, contribute, and perform within the organisation.

7. Employee Net Promoter Score (eNPS)

eNPS measures employee loyalty by asking if they would recommend the organisation as a workplace. A higher score indicates strong engagement, while a lower score highlights areas that need improvement.

8. Participation in Training and Development

Engaged employees actively participate in learning opportunities. Tracking attendance in training programs and skill development workshops helps measure engagement and career growth interest.

9. Workplace Behavior and Collaboration

Engaged employees interact positively with colleagues, contribute ideas, and participate in team activities. Observing workplace behavior helps organisations understand employee enthusiasm and involvement.

10. Customer Satisfaction and Employee Impact

There is a direct link between employee engagement and customer satisfaction. Organisations measure how engaged employees influence customer service, brand reputation, and business success.

4.6 MEASURING EMPLOYEE ENGAGEMENT:

1. Surveys and Questionnaires

Organisations use structured surveys to gauge employee sentiment. Common tools include Employee Engagement Surveys like Gallup Q12 and the Utrecht Work Engagement Scale, which provide comprehensive insights into workplace satisfaction. Pulse Surveys offer short, frequent check-ins to monitor engagement trends in real-time. Additionally, the Net Promoter Score (eNPS) measures how likely employees are to recommend their company as a great workplace.

2. Performance Metrics

Employee performance is a strong indicator of engagement levels. Key metrics include productivity levels, absenteeism and turnover rates, and employee retention statistics. A high turnover rate or frequent absenteeism may signal disengagement, while improved productivity often correlates with higher engagement.

3. Behavioural Indicators

Observing workplace behavior helps assess engagement. Engaged employees actively participate in meetings and discussions, collaborate effectively with colleagues, and willingly volunteer for additional tasks or initiatives, showcasing their commitment to the organisation's goals.

4. Feedback Mechanisms

Effective feedback loops enhance engagement. One-on-one meetings with managers provide employees with a platform to voice concerns and receive guidance. 360-degree feedback offers a holistic view of performance by incorporating insights from peers,

subordinates, and supervisors. Additionally, exit interviews help organisations understand reasons for employee departures and identify areas for improvement.

5. Sentiment Analysis

Advancements in AI have enabled organisations to assess engagement through sentiment analysis. Analysing workplace communication, such as emails and chat interactions, helps gauge employee sentiment. Monitoring feedback from social media and internal forums also provides valuable insights into employee morale and workplace culture.

6. Employee Recognition and Rewards

Recognition plays a crucial role in engagement. Tracking how often employees are acknowledged for their work can help measure motivation levels. Additionally, correlating recognition with engagement levels can help organisations understand the impact of rewards on workforce morale and productivity.

4.7 EMPLOYEE COMPENSATION

Employee compensation refers to the total rewards that employees receive in exchange for their work. It includes both monetary and non-monetary benefits designed to attract, retain, and motivate employees. A well-structured compensation system ensures fairness, competitiveness, and alignment with organisational goals.

4.7.1 COMPONENTS OF EMPLOYEE COMPENSATION

1. Basic Salary or Wages

This is the fixed amount paid to employees on a regular basis, typically monthly. It forms the foundation of an employee's compensation and is determined based on the job role, experience, and industry standards. It does not include any bonuses, allowances, or benefits.

2. Incentives and Bonuses

These are performance-based rewards given in addition to the basic salary. Incentives may include sales commissions, productivity bonuses, or target-based rewards,

while bonuses can be annual or festive. They are designed to boost employee motivation and productivity.

3. Overtime Pay

Employees who work beyond standard working hours are compensated with overtime pay. This is usually calculated at a higher rate than regular pay, and it ensures fair payment for extra hours worked.

4. Profit Sharing and Stock Options

In profit-sharing plans, employees receive a share of the company's profits, encouraging a sense of ownership and responsibility. Stock options allow employees to buy company shares at a discounted rate, providing long-term financial benefits.

5. Health and Insurance Benefits

These benefits cover medical, dental, and vision care expenses for employees and sometimes their families. Employers often provide group insurance policies, which help employees reduce their out-of-pocket healthcare costs.

6. Retirement and Pension Plans

These are long-term benefits aimed at ensuring financial security after retirement. Common examples include Provident Fund, Employee Pension Scheme (EPS), and other employer-contributed retirement plans.

7. Paid Time Off (PTO)

This includes paid leaves such as vacation, sick leave, personal leave, and maternity/paternity leave. It helps employees maintain a healthy work-life balance without sacrificing their income.

8. Allowances

Allowances are fixed amounts provided for specific purposes, such as House Rent Allowance (HRA), Travel Allowance, Dearness Allowance (DA), and mobile/internet allowance. These supplement the basic salary and may be tax-exempt in some cases.

9. Fringe Benefits and Perks

These are non-monetary benefits that enhance employee satisfaction and include items like free meals, transport facilities, flexible working hours, childcare services, and wellness programs. Though not part of direct compensation, they add significant value to the total package.

10. Training and Development

Employers often invest in employee skill enhancement through workshops, seminars, and courses. While not direct monetary compensation, these opportunities improve employee capabilities and contribute to career advancement.

4.8 FEATURES OF EMPLOYEE COMPENSATION

1. Competitiveness

Employee compensation should be competitive in the job market to attract and retain top talent. Organisations often benchmark salaries against industry standards and adjust them according to market trends. Competitive pay ensures that employees feel valued and reduces the risk of losing skilled professionals to competitors.

2. Fairness & Equity

A fair compensation system ensures that employees are paid equitably based on their skills, experience, and job responsibilities. Internal equity guarantees fairness among employees within the organisation, while external equity ensures salaries are competitive compared to similar roles in other companies. Maintaining fairness in pay structures boosts employee morale and job satisfaction.

3. Performance-Based Rewards

Linking compensation to employee performance encourages high productivity and goal achievement. Companies use bonuses, incentives, and promotions to reward outstanding performance. This approach not only motivates employees to excel in their roles but also aligns their efforts with the organisation's strategic objectives.

4. Legal Compliance

A well-designed compensation system adheres to labor laws, tax regulations, and minimum wage policies. Compliance ensures that employees receive fair treatment and that organisations avoid legal disputes. Following equal pay laws and workplace policies also fosters an ethical work environment and enhances the company's reputation.

5. Flexibility & Customization

Providing flexible compensation structures allows employees to choose benefits that align with their personal needs. Companies may offer a mix of salaries, commission-based pay, and benefits like health insurance and retirement plans. Customizable compensation packages cater to a diverse workforce and enhance employee satisfaction.

6. Transparency

Clear communication about how compensation is determined builds trust between employees and employers. When employees understand salary structures, bonuses, and benefits, they feel more confident in their organisation's policies. Transparent compensation policies also reduce misunderstandings and create a culture of openness.

7. Total Rewards Approach

Compensation is not just about salary; it includes both financial and non-financial rewards. A total rewards approach incorporates benefits like career development opportunities, work-life balance initiatives, and employee wellness programs. This holistic approach improves job satisfaction and enhances employee engagement.

8. Retention & Motivation

A strong compensation system plays a crucial role in employee retention and motivation. Competitive salaries, career growth opportunities, and long-term incentives like stock options and pension plans encourage employees to stay committed to the organisation. Providing financial stability and career advancement opportunities helps reduce turnover rates.

9. Cost-Effectiveness

While offering competitive pay is important, organisations must also ensure that compensation structures are financially sustainable. Companies should balance employee rewards with profitability by optimising salary structures, performance bonuses, and benefits. A cost-effective compensation strategy allows businesses to maintain financial stability while keeping employees satisfied. A well-balanced employee compensation system contributes to organisational success by attracting top talent, fostering employee engagement, and promoting long-term retention. By implementing fair, competitive, and performance-driven compensation policies, businesses can create a motivated and productive workforce.

4.9 INCENTIVES IN EMPLOYEE COMPENSATION:

Incentives play a crucial role in motivating employees, enhancing productivity, and driving organisational success. They are designed to reward employees for their contributions, encourage high performance, and align their efforts with business goals. A well-structured incentive program can improve job satisfaction, reduce turnover, and foster a culture of excellence.

1. Types of Incentives

Organisations offer different types of incentives based on their objectives and the nature of work. Monetary incentives include bonuses, commissions, and profit-sharing plans, which provide direct financial rewards. Non-monetary incentives such as recognition programs, career development opportunities, and additional time off can be equally effective in boosting morale and engagement.

2. Performance-Based Incentives

Performance-based incentives are directly tied to an employee's achievements. These may include individual performance bonuses, sales commissions, and pay-for-performance structures. By linking rewards to measurable outcomes, organisations can encourage employees to excel in their roles and contribute more effectively to business growth.

3. Team and Group Incentives

Team incentives are designed to encourage collaboration and collective success. These incentives may include group bonuses, profit-sharing, and team-based awards. By rewarding group performance, companies promote teamwork, innovation, and a shared sense of responsibility toward achieving organisational goals.

4. Recognition and Non-Financial Incentives

Employee recognition programs play a vital role in keeping employees engaged. Non-financial incentives such as "Employee of the Month" awards, certificates of appreciation, and public recognition help boost motivation and create a positive workplace culture. Offering flexible work arrangements, professional development opportunities, and additional leave days also serves as powerful incentives.

5. Long-Term Incentives

Long-term incentives are designed to retain employees and encourage loyalty. These include stock options, equity plans, and retirement benefits, which provide employees with financial security and a vested interest in the company's success. Such incentives are particularly effective in retaining top talent and aligning employees with long-term business objectives.

6. Profit-Sharing and Gain-Sharing Plans

Profit-sharing programs distribute a portion of the company's profits among employees, creating a sense of ownership and accountability. Similarly, gain-sharing plans reward employees based on cost savings or efficiency improvements achieved within the organisation. These incentives encourage employees to contribute to operational excellence and cost management.

7. Customization and Flexibility in Incentives

Providing employees with the ability to choose their preferred incentives enhances engagement and job satisfaction. Companies can offer flexible incentives, such as allowing

employees to select between bonuses, extra vacation days, or learning opportunities, based on their personal and professional priorities.

8. Impact of Incentives on Employee Motivation

Incentives play a significant role in influencing employee behavior and performance. When employees feel valued and rewarded for their efforts, they are more likely to remain committed and motivated. A well-balanced incentive strategy helps create a high-performance culture, enhances job satisfaction, and improves overall business outcomes.

4.10 EMPLOYEE BENEFITS

Employee benefits are non-wage compensations provided by organisations to enhance employee well-being, job satisfaction, and overall work-life balance. A strong benefits package not only attracts top talent but also boosts retention, motivation, and productivity. Companies that offer comprehensive benefits create a supportive work environment and foster employee loyalty.

1. Health and Wellness Benefits

Health benefits are a fundamental part of an employee compensation package. These typically include medical insurance, dental and vision coverage, and mental health support programs. Some organisations also offer gym memberships, wellness programs, and access to health screenings to promote overall well-being. Providing healthcare benefits ensures employees stay healthy and reduces absenteeism.

2. Retirement and Financial Security Benefits

Retirement benefits help employees plan for their future financial stability. Common options include pension plans, provident funds, and employer-matched retirement savings plans. Some companies also provide stock options, employee stock purchase plans (ESPPs), and profit-sharing programs, which give employees a vested interest in the company's long-term success.

3. Paid Time off (PTO) and Leave Benefits

A well-structured leave policy ensures that employees have adequate time to rest and manage personal responsibilities. PTO includes vacation days, sick leave, parental leave, and bereavement leave. Companies may also offer sabbatical programs to encourage long-term employees to take extended breaks for personal growth or professional development.

4. Work-Life Balance and Flexibility

Work-life balance benefits help employees manage their professional and personal lives effectively. These include flexible work hours, remote work options, hybrid work models, and compressed workweeks. Companies that promote work-life balance often see higher employee satisfaction, reduced burnout, and improved retention.

5. Career Development and Educational Benefits

Providing career growth opportunities enhances employee engagement and skill development. Organisations may offer tuition reimbursement, professional certification support, mentorship programs, and leadership training. Some companies also provide internal career advancement opportunities to retain top talent and develop future leaders.

6. Employee Recognition and Rewards

Recognizing and rewarding employees for their contributions boosts morale and motivation. This includes employee awards, spot bonuses, performance-based incentives, and peer recognition programs. A culture of appreciation helps create a positive and engaging workplace environment.

7. Employee Assistance Programs (EAPs)

EAPs provide employees with confidential support services for personal and work-related challenges. These may include counseling services, legal and financial advice, stress management programs, and crisis intervention support. Organisations that prioritize employee well-being see improved mental health and overall workplace harmony.

8. Perks and Lifestyle Benefits

In addition to standard benefits, companies may offer lifestyle perks such as free meals, company-sponsored events, transportation allowances, childcare assistance, and exclusive employee discounts. These perks contribute to a more enjoyable and engaging workplace experience.

9. Customization and Personalization of Benefits

Modern organisations are shifting toward customizable benefits packages, allowing employees to choose benefits that best fit their needs. Some companies implement flexible benefits plans, where employees can allocate a set budget toward benefits of their choice, such as extra PTO, wellness stipends, or additional retirement contributions.

10. Impact of Employee Benefits on Organisational Success

A strong benefits package leads to higher employee satisfaction, improved productivity, and lower turnover rates. When employees feel valued and supported, they are more engaged, motivated, and committed to the organisation's success. Offering comprehensive benefits not only enhances employee well-being but also strengthens the company's reputation as an employer of choice.

4.11 EMPLOYEE WELFARE AND SOCIAL SECURITY MEASURES:

Employee welfare and social security measures are essential for ensuring the well-being, safety, and financial security of workers. These measures aim to improve employees' quality of life, enhance job satisfaction, and provide protection against economic hardships. Organisations that invest in welfare programs and social security benefits create a supportive work environment and foster employee loyalty.

1. Employee Welfare Measures

Employee welfare measures focus on enhancing the physical, mental, and social well-being of workers. These can be categorized into statutory and voluntary welfare initiatives.

a) Statutory Welfare Measures

Statutory welfare measures are legally mandated by the government to ensure employee safety and well-being. These include:

Health and Safety Regulations – Ensuring workplace safety, providing protective equipment, and enforcing occupational health standards.

Working Hours and Leave Policies – Compliance with labor laws regarding work hours, overtime pay, and mandatory paid leave.

Maternity and Paternity Benefits – Paid leave and job security for new parents.

Grievance Redressal Mechanisms – Providing legal support and dispute resolution services to address workplace concerns.

b) Voluntary Welfare Measures

These are additional benefits provided by employers beyond legal requirements to enhance employee satisfaction. Examples include:

Medical Facilities – On-site clinics, health check-ups, and wellness programs.

Recreational Facilities – Sports clubs, gym memberships, and cultural programs.

Canteen and Transportation Services – Subsidized meals and company transport for employees.

Housing and Education Support – Company-sponsored housing and scholarships for employees' children.

2. Social Security Measures

Social security measures provide financial protection to employees during times of economic uncertainty, illness, disability, or retirement. These measures are typically mandated by the government and vary by country.

a) Provident Fund and Pension Schemes

Organisations contribute to employee retirement funds, such as:

Employees' Provident Fund (EPF) – A savings scheme where both employer and employee contribute to a retirement fund.

National Pension System (NPS) – A long-term pension scheme providing financial security after retirement.

b) Health and Medical Benefits

Health security is an essential social protection measure, including:

Employee State Insurance (ESI) – Providing medical benefits and disability coverage.

Government or Employer-Sponsored Health Insurance – Covering hospitalization, surgeries, and maternity care.

c) Unemployment Benefits

Social security programs offer financial assistance to employees who lose their jobs due to economic downturns or company restructuring. Some countries provide:

Unemployment Insurance Schemes – Temporary financial support for unemployed workers.

Skill Development and Reemployment Programs – Training programs to help unemployed individuals find new jobs.

d) Compensation for Work-Related Injuries

Employees injured at work receive financial and medical support through:

Workmen's Compensation Act– Provides compensation for injuries, disabilities, or fatalities caused by workplace accidents.

Disability Insurance – Offers financial aid to employees who suffer permanent or temporary disabilities.

e) Maternity and Family Welfare Benefits

To support employees with family responsibilities, social security includes:

Paid Maternity and Paternity Leave – Ensuring job security for new parents.

Childcare Support – Subsidized daycare facilities for employees' children.

Objective Type Questions:

1. Employee Engagement means:
 - a) Salary
 - b) Personal Relationships
 - c) Emotional Commitment to the Organization
 - d) Job Switching

Ans: C

2. Measuring Employee Engagement helps in:
 - a) Reducing Costs
 - b) Improving Productivity
 - c) Increasing Conflicts
 - d) Downsizing

Ans: B

3. Compensation includes:
 - a) Only Basic Pay
 - b) Incentives only
 - c) Total rewards including pay, benefits
 - d) Profit Only

Ans: C

4. Which is **not** a component of compensation?
 - a) Salary
 - b) Wages
 - c) Incentives
 - d) Resignation

Ans: D

5. Benefits may include:

- a) Health Insurance
- b) Layoffs
- c) Termination
- d) Transfers

Ans: A

6. Social Security Measures aim to:

- a) Punish Employees
- b) Provide Safety & Support
- c) Increase Tax
- d) Cancel Perks

Ans: B

7. Incentives are linked with:

- a) Job Security
- b) Performance
- c) Attendance only
- d) None

Ans: B

8. Welfare measures are focused on:

- a) Government Policies
- b) Employee Well-being
- c) Salary Structure
- d) Product Pricing

Ans: B

9. Employee Engagement can be increased by:

- a) Ignoring Feedback

- b) Encouraging Participation
- c) Cutting Pay
- d) Increasing Workload

Ans: B

10. Employee benefits include all **except**:

- a) Health insurance
- b) Retirement plans
- c) Stock options
- d) Disciplinary actions

Ans: D

Small Questions – LOCF Mapping Table

S.No	Small Question	CO	Bloom’s Level	PO
1	Define Employee Engagement.	CO1	Remember	PO1
2	State the importance of Employee Engagement.	CO1	Remember	PO1
3	What is meant by measuring Employee Engagement?	CO2	Understand	PO2
4	Define Employee Compensation.	CO1	Remember	PO1
5	List the components of Employee Compensation.	CO2	Remember	PO2

Big Questions – LOCF Mapping Table

S.No	Big Question	CO	Bloom’s Level	PO
1	Explain the meaning, importance, and evaluation of Employee Engagement.	CO1	Understand	PO1
2	Discuss the methods of measuring Employee Engagement in organizations.	CO2	Analyze	PO2
3	Explain the concept and components of Employee Compensation.	CO1	Understand	PO1
4	Describe the different types of incentives, benefits, and welfare measures provided to employees.	CO2	Analyze	PO2
5	Explain the importance of Social Security Measures	CO2	Evaluate	PO2

	and their impact on employee satisfaction.			
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Unit -V

HUMAN RESOURCE AUDIT

5.1 HUMAN RESOURCE AUDIT:

Meaning of Human Resource Audit

A **Human Resource (HR) Audit** is a systematic evaluation of HR policies, practices, and procedures within an organisation. It helps assess the effectiveness of HR functions, ensures compliance with legal regulations, and identifies areas for improvement. HR audits aim to enhance workforce management, align HR strategies with business goals, and improve overall organisational efficiency.

5.2 DEFINITIONS OF HUMAN RESOURCE AUDIT

Michael Armstrong:"HR audit is a systematic and comprehensive evaluation of HR policies, practices, and procedures to ensure they align with organisational objectives and comply with legal requirements."

Dale Yoder:"A human resource audit is a methodical examination of an organisation's HR functions to evaluate their effectiveness and alignment with corporate strategy."

Flippo:"HR auditing is a process of examining, reviewing, and verifying an organisation's HR systems and policies to assess their efficiency, consistency, and legal compliance."

5.3 FEATURES OF HUMAN RESOURCE AUDIT

1. Systematic and Comprehensive Approach

HR audits follow a structured process, covering all aspects of HR management, including recruitment, training, compensation, and employee relations. The audit is conducted in a methodical manner to ensure no area is overlooked.

2. Evaluation of HR Policies and Practices

The audit examines whether HR policies are effectively implemented and aligned with the organisation's goals. It assesses areas such as hiring, performance management, training, and compensation.

3. Compliance with Legal and Ethical Standards

One of the key features of HR audits is to ensure that HR policies comply with labor laws, workplace safety regulations, and ethical standards. This helps organisations avoid legal disputes and penalties.

4. Identification of Strengths and Weaknesses

HR audits help identify the strengths of existing HR practices and highlight areas that require improvement. This enables organisations to enhance HR efficiency and employee satisfaction.

5. Employee Satisfaction and Engagement Assessment

A well-conducted HR audit evaluates employee satisfaction levels, workplace culture, and engagement strategies. It provides insights into employee concerns and helps develop strategies for improving motivation and productivity.

6. Alignment with Organisational Goals

HR audits assess whether human resource management strategies align with the company's long-term objectives. This ensures that HR contributes effectively to business success.

7. Data-Driven Decision Making

HR audits rely on data analysis to measure the effectiveness of HR policies. Metrics such as employee turnover, retention rates, and training effectiveness help in making informed decisions.

8. Cost-Effectiveness and Efficiency Analysis

The audit evaluates whether HR functions are being managed cost-effectively. It identifies unnecessary expenses, resource wastage, and opportunities for optimizing HR operations.

9. Risk Assessment and Mitigation

HR audits help organisations identify potential risks related to compliance, employee relations, and workplace safety. The findings assist in developing strategies to mitigate these risks.

10. Continuous Improvement and Strategic Planning

A well-structured HR audit is not just a one-time process but serves as a foundation for continuous improvement. The insights gained from the audit help in refining HR strategies and implementing best practices for future growth.

5.4 NATURE OF HUMAN RESOURCE AUDIT

The Human Resource (HR) Audit is an essential process that evaluates an organization's HR policies, practices, and procedures. It helps ensure compliance, improve efficiency, and align HR strategies with business objectives. The nature of an HR audit can be understood through the following key aspects:

1. Systematic and Objective Process

HR audits follow a structured and methodical approach, ensuring a fair and objective evaluation of HR functions. It involves data collection, analysis, and recommendations for improvement.

2. Comprehensive Evaluation

The audit covers all areas of HR management, including recruitment, performance appraisal, training, compensation, employee relations, and legal compliance. It ensures that HR functions operate efficiently and contribute to organisational goals.

3. Continuous and Periodic Activity

HR audits are not one-time exercises; they should be conducted periodically to track progress, identify new challenges, and adapt to changes in labor laws, industry standards, and organisational needs.

4. Legal and Compliance-Oriented

One of the primary purposes of an HR audit is to ensure that the organisation complies with labor laws, workplace safety regulations, and employee rights. This helps in avoiding legal risks and penalties.

5. Diagnostic and Problem-Solving Approach

HR audits help identify gaps, inefficiencies, and potential risks in HR policies and practices. By diagnosing problems, organisations can take corrective actions to improve HR effectiveness.

6. Strategic and Future-Focused

An HR audit aligns human resource management with business objectives. It provides insights that help organisations develop HR strategies for future growth, workforce planning, and competitive advantage.

7. Employee-Centric and Engagement-Oriented

HR audits assess employee satisfaction, workplace culture, and engagement levels. They help in understanding employee concerns, improving work environments, and boosting motivation and retention.

8. Data-Driven Decision Making

HR audits rely on quantitative and qualitative data to evaluate HR performance. Metrics such as employee turnover, absenteeism, and training effectiveness help in making informed decisions.

9. Confidential and Ethical

Since HR audits involve sensitive employee and company information, confidentiality and ethical handling of data are crucial. Auditors must follow professional standards to ensure fairness and accuracy.

10. Risk Management and Control Mechanism

HR audits identify potential risks related to compliance, employee relations, discrimination, workplace harassment, and other HR functions. They provide solutions to mitigate these risks and ensure a safe and ethical workplace.

5.5 BENEFITS OF HUMAN RESOURCE AUDIT

A Human Resource (HR) Audit provides several advantages to organisations by evaluating and improving HR policies, practices, and procedures. It helps ensure legal compliance, enhances efficiency, and aligns HR functions with business goals.

1. Ensures Compliance with Labor Laws

HR audits help organisations comply with labor laws, workplace safety regulations, and employee rights. By ensuring adherence to legal requirements, businesses can avoid penalties, lawsuits, and reputational damage.

2. Improves HR Efficiency and Effectiveness

Through a systematic review of HR functions, audits identify inefficiencies in recruitment, performance management, training, and employee relations. This helps streamline HR processes and optimize resource utilization.

3. Identifies Strengths and Weaknesses Customization

An HR audit provides insights into what is working well and which areas need improvement. By assessing HR policies and practices, organisations can strengthen their workforce management strategies.

4. Enhances Employee Satisfaction and Engagement

HR audits evaluate workplace culture, employee morale, and engagement levels. Understanding employee concerns allows organisations to implement strategies that improve motivation, productivity, and retention.

5. Supports Strategic HR Planning

An HR audit aligns human resource management with organisational objectives. By analysing workforce trends and HR effectiveness, businesses can develop strategies for talent acquisition, leadership development, and succession planning.

6. Reduces Employee Turnover and Absenteeism

By identifying issues related to job dissatisfaction, workplace conflicts, and ineffective policies, HR audits help organisations take corrective actions that lead to higher retention rates and lower absenteeism.

7. Enhances Performance Management

HR audits assess the effectiveness of performance appraisal systems, employee feedback mechanisms, and reward programs. This ensures that employees are fairly evaluated, recognised, and motivated to achieve their best.

8. Improves Risk Management and Workplace Safety

By identifying potential risks related to discrimination, harassment, workplace safety, and compliance issues, HR audits help organisations implement preventive measures and create a secure work environment.

9. Provides Data-Driven Insights

HR audits use key performance indicators (KPIs) and HR metrics such as employee turnover, training effectiveness, and compensation benchmarking. These data-driven insights help in making informed decisions.

10. Enhances Employer Brand and Reputation

Organisations that conduct regular HR audits demonstrate their commitment to fair labor practices, ethical standards, and employee welfare. This strengthens their reputation as an employer of choice, attracting top talent.

5.6 SCOPE OF HUMAN RESOURCE AUDIT:

The scope of a Human Resource (HR) Audit covers various aspects of HR management, ensuring that policies, practices, and procedures align with organisational goals and legal requirements. It examines HR functions to enhance efficiency, compliance, and employee satisfaction. The key areas within the scope of an HR audit are:

1. HR Policies and Procedures

The audit reviews existing HR policies to determine their effectiveness, relevance, and alignment with organisational objectives. It ensures compliance with labor laws and industry best practices.

2. Recruitment and Selection Process

HR audits evaluate hiring strategies, job descriptions, candidate selection methods, and onboarding processes. The goal is to improve talent acquisition efficiency and ensure fair hiring practices.

3. Performance Management System

The effectiveness of performance appraisals, feedback mechanisms, and employee evaluations is assessed. The audit ensures that employees receive fair and constructive evaluations linked to organisational goals.

4. Compensation and Benefits

The audit examines salary structures, incentives, employee benefits, and reward programs. It ensures internal and external equity in compensation and compliance with labor laws.

5. Training and Development

HR audits assess training programs, employee skill development initiatives, and leadership training efforts. The goal is to enhance workforce capabilities and ensure continuous learning opportunities.

6. Employee Engagement and Satisfaction

The audit evaluates workplace culture, employee motivation, and engagement levels. It analyses employee feedback mechanisms, job satisfaction surveys, and grievance handling systems.

7. Employee Relations and Workplace Ethics

HR audits review policies related to workplace ethics, diversity, discrimination, harassment, and grievance redressal. It ensures that employee relations are managed fairly and legally.

8. Compliance with Labor Laws and Regulations

One of the critical areas of HR audits is checking adherence to employment laws, safety regulations, and government-mandated employee benefits. This prevents legal disputes and financial penalties.

9. Workforce Planning and Succession Management

The audit examines workforce planning strategies, talent pipeline management, and leadership succession plans. It ensures that the organisation is prepared for future staffing needs.

10. HR Information Systems and Technology

The use of HR technology, such as HR management systems (HRMS), payroll software, and data analytics tools, is assessed. The goal is to improve efficiency, data security, and decision-making capabilities.

11. Diversity, Equity, and Inclusion (DEI) Initiatives

HR audits assess diversity programs, equal employment opportunities, and workplace inclusion efforts. It ensures that organisations promote fair and diverse work environments.

12. Health, Safety, and Employee Welfare

The audit reviews workplace safety policies, health and wellness programs, and employee assistance initiatives. It ensures that employees work in a safe and supportive environment.

5.7 RECENT TRENDS IN HUMAN RESOURCE MANAGEMENT:

Human Resource Management (HRM) has undergone significant transformation in recent years. Driven by technological innovation, changing workforce expectations, and global challenges, modern HR practices are becoming more strategic, employee-centric, and data-informed

1. Remote and Hybrid Work Culture

One of the most prominent trends is the rise of remote and hybrid working models. Organizations are adopting flexible work arrangements, allowing employees to work from home or combine office and remote work. HR departments are now focusing on remote team management, virtual engagement, and digital collaboration.

2. HR Analytics and Data-Driven Decision Making

HR is becoming more analytical. Through data analytics, HR professionals can track employee performance, turnover, engagement, and hiring effectiveness. This helps in making evidence-based decisions and improving HR strategies.

3. Artificial Intelligence (AI) in HR

AI is being used to automate routine HR tasks such as resume screening, employee queries (via chatbots), and performance tracking. It saves time, improves efficiency, and allows HR teams to focus on strategic roles.

4. Employee Wellbeing and Mental Health Support

Companies are increasingly investing in the mental and emotional wellbeing of employees. HR policies now include mental health support, counseling services, flexible hours, and wellness programs to reduce stress and burnout.

5. Diversity, Equity and Inclusion (DEI)

Promoting diversity and inclusion is a key focus. HR departments are implementing training programs, reviewing hiring practices, and creating inclusive policies to build a diverse and equitable workplace.

6. Upskilling and Reskilling

With rapid technological changes, HR is encouraging continuous learning. Training programs, e-learning platforms, and skill development initiatives help employees stay relevant and grow in their careers.

7. Employee Experience (EX) Management

Improving the employee experience is a major trend. HR focuses on every stage of the employee journey—from recruitment to exit—to enhance satisfaction, engagement, and loyalty.

8. Use of Cloud-Based HR Tools

Cloud-based Human Resource Information Systems (HRIS) and apps are being used for tasks like payroll, attendance, and performance management. These tools offer real-time access, reduce paperwork, and improve data security.

9. Agile HR Practices

Agile HR emphasizes flexibility, collaboration, and quick adaptation to change. It helps HR respond swiftly to employee needs and business demands, fostering a more dynamic and responsive HR environment.

10. Employer Branding and Social Media Presence

Organizations are actively building their employer brand to attract top talent. Social media, career pages, and employee testimonials are being used to showcase company culture and values.

5.8 GREEN HRM:

Meaning of Green HRM

Green Human Resource Management (Green HRM) refers to the integration of environmental sustainability into HR practices. It involves policies and strategies that promote eco-friendly workplace practices, reduce carbon footprints, and create a culture of sustainability among employees. Green HRM ensures that businesses contribute to environmental conservation while improving employee engagement and corporate social responsibility (CSR).

5.9 FEATURES OF GREEN HRM:

Green HRM is a strategic approach that integrates environmental sustainability into all aspects of human resource management (HRM). It aims to foster a green culture, encourage employee engagement in eco-friendly practices, and contribute to overall

organizational sustainability. Key features include green recruitment and selection, green training and development, green performance management, and green compensation.

Here's a more detailed look at the features of Green HRM:

1. Green Recruitment and Selection:

- Attracting environmentally-conscious talent:
- Green HRM emphasizes attracting candidates who share the organization's commitment to sustainability.

Highlighting green initiatives:

- Job postings and company presentations should showcase the organization's green practices and values.
- Utilizing online platforms for recruitment:
- Online recruitment reduces paper waste and allows for wider reach, aligning with green practices.

2. Green Training and Development:

- Developing employee skills and knowledge:
- Green HRM involves providing training programs that educate employees about environmental issues, sustainability initiatives, and green best practices.

Promoting online learning and development:

- Utilizing online training materials and virtual classrooms reduces travel and paper usage.
- Encouraging employee empowerment:
- Green training empowers employees to take ownership of sustainability initiatives and contribute to a more sustainable workplace.

3. Green Performance Management:

Integrating green performance metrics:

Green HRM includes green performance indicators in employee evaluations, incentivizing employees to adopt sustainable practices.

Providing green feedback and recognition:

Recognizing and rewarding employees for their green contributions foster a culture of sustainability.

Aligning individual and organizational green goals:

Green performance management helps ensure that employees' efforts align with the organization's overall sustainability objectives.

4. Green Compensation:

Offering green-related incentives:

Green HRM may include incentives that reward employees for adopting green behaviors, such as reducing waste or conserving energy.

Providing green benefits:

Organizations may offer benefits that support employees' personal sustainability efforts, such as public transportation subsidies or discounts on eco-friendly products.

Aligning compensation with green performance:

Linking compensation to green performance motivates employees to embrace sustainability initiatives and contribute to the organization's overall sustainability goals.

5. Other Key Features:

Fostering a green corporate culture:

Green HRM involves promoting a positive and supportive environment that encourages employees to adopt green behaviors.

Reducing waste and energy consumption:

Green HRM encourages the implementation of energy-saving measures and waste reduction strategies.

Promoting sustainable resource management:

Green HRM emphasizes the efficient use of natural resources and the implementation of sustainable practices.

Improving employee engagement and motivation:

Green HRM helps improve employee morale, engagement, and retention by aligning organizational values with employee values.

Enhancing corporate image and reputation:

Green HRM contributes to a positive corporate image and strengthens the organization's reputation as a socially responsible entity.

By implementing these features, organizations can transform their HRM practices into a powerful tool for driving sustainability and creating a more environmentally responsible workplace.

BENEFITS OF GREEN HRM:

Green HRM offers numerous benefits, including enhanced organizational efficiency, reduced costs, improved employee engagement, a positive corporate image, and enhanced sustainability efforts. By implementing green practices, organizations can reduce waste, conserve resources, and promote a more environmentally conscious culture, leading to both environmental and economic gains.

Here's a more detailed look at the benefits:

1. Cost Savings:**Reduced Operational Costs:**

Implementing green practices, such as energy-efficient equipment and waste reduction programs, can lead to significant cost savings in the long run.

Reduced waste disposal costs:

Green HRM initiatives can help minimize waste generation and improve recycling rates, leading to lower waste disposal fees.

2. Enhanced Organizational Efficiency:

Improved resource management:

Green HRM focuses on optimizing resource utilization, leading to increased efficiency and reduced consumption of energy, water, and other resources.

Streamlined processes:

By adopting green practices, organizations can streamline operations, reduce paperwork, and improve communication, leading to greater efficiency.

3. Increased Employee Engagement and Morale:

Higher employee satisfaction:

Green HRM initiatives can foster a sense of pride and belonging among employees who are passionate about environmental sustainability.

Improved retention:

Employees are more likely to stay with an organization that values environmental responsibility and provides opportunities for personal and professional growth in line with their values.

4. Improved Corporate Image and Reputation:

Positive public perception:

Organizations that demonstrate a commitment to environmental sustainability can attract environmentally conscious customers and investors.

Enhanced brand value:

Green HRM can help organizations build a strong brand reputation and differentiate themselves from competitors.

5. Enhanced Sustainability Efforts:**Reduced environmental impact:**

By implementing green practices, organizations can significantly reduce their environmental footprint and contribute to a more sustainable future.

Compliance with regulations:

Green HRM can help organizations comply with environmental regulations and avoid potential penalties.

6. Attracting Top Talent:**Increased appeal to job seekers:**

Many job seekers are drawn to companies that demonstrate a commitment to sustainability, making green HRM practices a valuable recruitment tool.

Stronger employer brand:

A strong commitment to sustainability can enhance an organization's employer brand and attract top talent in a competitive job market.

7. Innovation and Competitive Advantage:**Developing green technologies:**

Green HRM can encourage innovation and the development of new green technologies and processes.

Competitive edge:

By adopting green practices, organizations can gain a competitive advantage in the market and attract environmentally conscious customers.

By integrating Green HRM practices, organizations can achieve a win-win scenario, benefiting both the environment and the bottom line.

5.10 Virtual Human Resource Management (Virtual HRM) Practices:

Meaning of Virtual HRM

Virtual Human Resource Management (Virtual HRM) refers to the use of digital technologies to manage HR functions remotely. It enables organisations to handle recruitment, training, performance management, and employee engagement through online platforms. With the rise of remote work and advancements in HR technology, Virtual HRM has become an essential strategy for modern businesses, ensuring seamless HR operations without the need for physical presence

COMPONENTS OF VIRTUAL HRM:

Virtual Recruitment and Selection

Virtual recruitment and selection involve using technology-driven platforms to attract, screen, and hire candidates. Organisations utilize Applicant Tracking Systems (ATS) to shortlist potential hires and conduct online interviews via video conferencing tools like Zoom and Microsoft Teams. AI-powered pre-employment assessments and psychometric tests further streamline the hiring process, ensuring a faster and more efficient talent acquisition strategy.

Remote On-boarding and Orientation

A structured digital on boarding process helps new employees integrate seamlessly into the organisation. Companies use digital on boarding portals to introduce employees to company policies, values, and team structures. Virtual mentorship programs and e-learning modules provide continuous guidance, allowing new hires to adapt efficiently. Online

training sessions further enhance the on boarding experience, ensuring employees feel connected despite working remotely.

Digital Performance Management

Organisations leverage cloud-based HR software to monitor and evaluate employee performance in real time. Virtual feedback systems and HR dashboards provide managers with key performance insights, making it easier to track individual and team productivity. AI-driven performance analytics help in setting realistic goals and measuring employee contributions, ensuring a fair and transparent appraisal process.

Virtual Learning and Development

Continuous learning is essential for employee growth, and virtual HRM facilitates this through online training platforms. Companies use e-learning tools such as Coursera, Udemy, and LinkedIn Learning to provide employees with skill enhancement programs. Virtual workshops, webinars, and AI-powered personalised learning recommendations help employees stay updated with industry trends and improve their competencies.

Remote Employee Engagement Strategies

Maintaining employee engagement in a virtual environment requires innovative strategies. Organisations conduct virtual team-building activities and use collaboration tools like Slack and Trello to encourage teamwork. Digital wellness programs, including mental health support and fitness challenges, help employees maintain work-life balance. Online surveys and feedback mechanisms ensure that employee concerns are addressed, fostering a positive remote work culture.

Cloud-Based HR Administration

The transition to cloud-based HR administration allows organisations to manage HR processes efficiently. Cloud-based HR software like SAP Success factors, Workday, and Bamboo HR streamlines payroll processing, benefits administration, and remote leave management. Self-service HR portals enable employees to access and update their personal records, making HR operations more efficient and user-friendly.

Virtual Compensation and Rewards

Recognizing and rewarding employees in a virtual setup is crucial for motivation. Organisations use digital recognition platforms to appreciate employees' efforts. E-vouchers, online performance-based bonuses, and block chain-based payroll systems ensure secure and efficient salary transactions. Virtual reward systems help maintain employee morale and reinforce a culture of recognition.

Cyber security and Data Protection in HRM

As HR operations become more digital, protecting sensitive employee data is a top priority. Companies implement secure access controls, encryption, and cloud storage to safeguard confidential HR information. AI-driven fraud detection mechanisms help prevent cyber security threats, ensuring that HRM systems remain secure and compliant with data protection regulations.

Benefits of Virtual HRM

Virtual HRM offers numerous benefits, including flexibility, cost-effectiveness, enhanced employee experience, and data-driven decision-making. It allows businesses to manage HR functions efficiently across different locations, reducing expenses related to office space and travel. Employees enjoy a personalised HR experience with easy access to digital resources, while real-time analytics help organisations make informed workforce decisions.

Objective Type Questions:

1. HR Audit is conducted to:
 - a) Hire Employees
 - b) Evaluate HR Functions
 - c) Promote Sales
 - d) Monitor Marketing

Ans: B

2. Green HRM focuses on:
 - a) Environmental Sustainability
 - b) Financial Growth
 - c) Social Media
 - d) Layoffs

Ans: A

3. Virtual HRM involves:
 - a) Online Training and Processes
 - b) Physical Office Work
 - c) Machinery
 - d) Manual Records

Ans: A

4. Scope of HR Audit includes:
 - a) Only Payroll
 - b) Entire HR Functions

- c) Only Training
- d) Only Recruitment

Ans: B

5. Benefits of HR Audit include:
- a) Confusion
 - b) Transparency and Improvement
 - c) Errors
 - d) Penalties

Ans: B

6. Virtual HRM uses:
- a) Paperwork
 - b) Emails
 - c) Digital Tools and Platforms
 - d) None

Ans: C

7. HR Audit is usually done:
- a) Once in a decade
 - b) Regularly or Annually
 - c) Never
 - d) Only on demand

Ans: B

8. One emerging HRM trend is:
- a) Manual Hiring
 - b) Green HRM
 - c) Paper Filing
 - d) Typewriters

Ans: B

9. HR Audit provides:
- a) Compliance Reports
 - b) Tax Rebates
 - c) Product Feedback
 - d) Cash Benefits

Ans: A

10. Green HRM involves:
- a) Recruitment
 - b) Environmental-friendly HR Practices
 - c) Termination
 - d) Banking

Ans: B

Small Questions – LOCF Mapping Table

S.No	Small Question	CO	Bloom's Level	PO
1	Define Human Resource Audit.	CO1	Remember	PO1
2	State the nature of Human Resource Audit.	CO1	Remember	PO1
3	List the benefits of Human Resource Audit.	CO2	Remember	PO2
4	What is the scope of Human Resource Audit?	CO2	Understand	PO2
5	Define Green HRM.	CO3	Remember	PO3

Big Questions – LOCF Mapping Table

S.No	Big Question	CO	Bloom's Level	PO
1	Explain the concept, nature, benefits, and scope of Human Resource Audit.	CO1	Understand	PO1
2	Discuss the importance of Human Resource Audit in	CO2	Analyze	PO2

	modern organizations.			
3	Explain the concept and practices of Green HRM.	CO3	Understand	PO3
4	Describe Virtual HRM and its significance in organizations.	CO3	Analyze	PO3
5	Compare and contrast traditional HRM practices with Green HRM and Virtual HRM.	CO3	Evaluate	PO3

Prepared by

Dr. MARIMUTHU, KN

M.Com., M.Phil., PGDCA, PGDPM, CGT, MBA, Ph.D, FDP (IIT-KGP)

Assistant Professor

Department of Management Studies

Manonmaniam Sundaranar University

Abishekapatti, Tirunelveli – 627 012.