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UNIT-III-HUMAN RESOURCE MANAGEMENT (NEW SYLLABUS 2022-23)

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TRB-POLYTECHNIC LECTURER

UNIT-III-HUMAN RESOURCE MANAGEMENT

Introduction:

Human resource management (HRM or HR) is the management of human resources. It is commonly referred to as the HR Department to maximize employee performance in service of an employer's strategic objectives. Human Resource is primarily concerned with the management of people within organizations, focusing on policies and on systems. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR also concerns itself with organizational change and industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws.

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce.[citation needed] It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

Human resources focuses on maximizing employee productivity.[citation needed] HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialise on recruiting, training, employee-relations or benefits. Recruiting specialists find and hire top talent. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations and reward programs. Employee relations deals with concerns of employees when policies are broken, such as in cases involving harassment or discrimination. Someone in benefits develops compensation structures, family-leave programs, discounts and other benefits that employees can get. On the other side of the field are Human Resources Generalists or business partners. These human-resources professionals could work in all areas or be labor-relations representatives working with unionized employees.

In startup companies, trained professionals may perform HR duties. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision-making across the business. To train practitioners for the profession, institutions of higher education, professional associations, and companies have established programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations may produce field-specific publications. HR is also a field of research study that is popular within the fields of management and industrial/organizational psychology, with research articles appearing in a number of academic journals, including those mentioned later in this article.

Some businesses globalize and form more diverse teams. HR departments have the role of making sure that these teams can function and that people can communicate across cultures

and across borders. Due to changes in commerce, current topics in human resources include diversity and inclusion as well as using technology to advance employee engagement. In the current global work environment, most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce.[citation needed] New hiring not only entails a high cost but also increases the risk of a newcomer not being able to replace the person who worked in a position before. HR departments strive to offer benefits that will appeal to workers, thus reducing the risk of losing corporate knowledge.

Objectives / Functions:

The function of human resources management is to provide the employees with the capability to manage: healthcare, record keeping, promotion and advancement, benefits, compensation, etc. The function, in terms of the employers benefit, is to create a management system to achieve long-term goals and plans. The management allows companies to study, target, and execute long-term employment goals. For any company to have an efficient ability to grow and advance human resource management is a key.

Human resources are designed to manage the following:

- Employee Benefits: include various types of non-wage compensation provided to employees in addition to their normal wages or salaries.
- Employee health care: the identification of recognition of a disease by a physician/physician's assistant/nurse practitioner.
- Compensation: something, typically money, awarded to someone as a recompense for loss, injury, or suffering.
- Annual, sick, and personal leave: excused (and generally unpaid) leave for unexpected (such as accident or sickness) or expected (anniversaries, birthdays, marriage) events important to the individual.
- Sick banks: a fund accumulated to pay off a corporate or public debt
- Discipline: the practice of training people to obey rules or a code of behavior, using punishment to correct disobedience.
- Records (tax information, personnel files, etc.):also known as records and information management or RIM, is the professional practice of managing the records of an organization throughout their life cycle, from the time they are created to their eventual disposal.
- Recruitment and employee retention strategies:refers to the ability of an organization to retain its employees
- Salary and Wages Administrations : process of compensating an organization's employees in accordance with accepted policy and procedures

Human Resources Activities

A human resources manager has several functions in a company:

- Determine needs of the staff.
- Determine to use temporary staff or hire employees to fill these needs.
- Recruit and train the best employees.
- Supervise the work.
- Manage employee relations, unions and collective bargaining.
- Prepare employee records and personal policies.
- Ensure high performance.
- Manage employee payroll, benefits and compensation.
- Ensure equal opportunities.

- Deal with discrimination.
- Deal with performance issues.
- Ensure that human resources practices conform to various regulations.
- Push the employees' motivation.
- Managers need to develop their interpersonal skills to be effective. Organisations behaviour focuses on how to improve factors that make organisations more effective

Scope of Human Resource Management

1. Personnel Aspect

Human Resource Planning – It is the process by which the organization identifies the number of jobs vacant.

Job Analysis and Job Design:

Job analysis is the systematic process for gathering, documenting, and analyzing data about the work required for a job. Job analysis is the procedure for identifying those duties or behavior that defines a job.

Recruitment and Selection – Recruitment is the process of preparing advertisements on the basis of information collected from job analysis and publishing it in newspaper. Selection is the process of choosing the best candidate among the candidates applied for the job.

Orientation and Induction:

Making the selected candidate informed about the organization's background, culture, values, and work ethics.

Training and Development :

Training is provided to both new and existing employees to improve their performance.

Performance Appraisal:

Performance check is done of every employee by Human Resource Management. Promotions, transfers, incentives, and salary increments are decided on the basis of employee performance appraisal.

Compensation Planning and Remuneration:

It is the job of Human Resource Management to plan compensation and remunerate.

Motivation:

Human Resource Management tries to keep employees motivated so that employees put their maximum efforts in work.

2. Welfare Aspect :

Human Resource Management have to follow certain health and safety regulations for the benefit of employees. It deals with working conditions, and amenities like -

canteens, crèches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

3. Industrial Relation Aspect :

HRM works to maintain co-ordinal relation with the union members to avoid strikes or lockouts to ensure smooth functioning of the organisation. It also covers - joint consultation, collective bargaining, grievance and disciplinary procedures, and dispute settlement.

S No	Challenges	% of Companies
1	Change management	48%
2	Leadership development	35%
3	HR effectiveness measurement	27%
4	Organizational effectiveness	25%
5	Compensation	24%
6	Staffing: Recruitment and availability of skilled local labor	24%
7	Succession planning	20%
8	Learning and development	19%
9	Staffing: Retention	16%
10	Benefits costs: Health & welfare	13%

1. Change Management

Since this is generally not a focal point for HR professional training and development, change management represents a particular challenge for personnel management. The WFPMA finds that "This may also be the reason why it is cited as the foremost issue as HR continues to attempt to help businesses move forward. An intensified focus on training may be needed to develop added competencies to deal with change management."

2. Leadership Development

As the second of the biggest challenges for human resource management, leadership development needs to be a critical strategic initiative. HR professionals are faced with being expected to provide the essential structures, processes, tools, and points of view to make the best selection and develop the future leaders of the organization. The WFPMA reports that, "Across the globe leadership development has been identified as a critical strategic initiative in ensuring that the right employees are retained, that the culture of the organization supports performance from within to gain market position, and that managers are equipped to take on leadership roles of the future so that the organization is viable in the long term."

3. HR Effectiveness Measurement

How can improvement happen without the right tools to measure HR effectiveness? As with many other areas of business, this profession also needs to be able to measure results in terms of transaction management, as well as in terms of the positive influence on business. "Utilizing metrics to determine effectiveness is the beginning of a shift from perceiving HR's role as purely an administrative function to viewing the HR team as a true strategic partner within the organization," the WFPMA says. "In fact, the next section reports that survey participants believe a critical future issue for HR will be organizational effectiveness - again supporting HR's critical role as a strategic partner to management."

This world federation also notes that, "Where HR departments have traditionally focused on measuring their own effectiveness, there is an evolving recognition that they can provide organizational value by measuring the effectiveness of the entire business organization. The shift is significant as it represents movement from simply counting the numbers hired to determining the ROI of collective and individual hires on a long-term basis. Going beyond measuring turnover, this new approach considers 'bad' turnover and 'good' turnover along with the overall cost of replacement hires."

The Numbers Speak Volumes

When you start looking at the numbers, you realize the significant impact of trends and challenges in human resource management. There are many variables that influence human resource management. To give you a glimpse at some of the upcoming changes, the HR Leadership Council has released the following statistics:

One in four high potentials plans to leave their organization in the next year

- By effectively developing employees, managers can be better coaches and improve performance by up to 25%
- Three out of five organizations have either restructured or plan to restructure within the next six months
- Recent declines in employee engagement further decreased overall productivity by 3 to 5%
- Leaders with strong people development skills are 50% more likely to outperform revenue expectations
- > Delivering on critical onboarding activities boosts new hire performance by 11.3%

- 77% of midsized companies use (or plan to use) wellness to reduce costs
- 46% of midsized-company CFOs anticipate a merger or acquisition in less than six months

Expand Your Skills and Enhance Your Expertise

- To meet or exceed all of these human resource management challenges, you'll need proven tools and strategies. One of the best ways to gain the necessary expertise is by earning your Master of Science in Human Resource Development entirely online. In Villanova's online HR master's degree program, you'll learn how to:
 - Implement strategic organizational change for increased quality, productivity and employee satisfaction
 - Construct an effective training program
 - Design a compensation system that motivates employees
 - Structure benefit packages and measure their success
 - Identify principles for developing, utilizing and conserving human resources
 - Use data and statistics to make informed business decisions
 - Leverage technology to enhance the contributions of the human resource function to an organization
 - Develop financial management and budgetary skills

As a student in Villanova University's HR master's degree program, you'll gain advanced knowledge in core human resource competencies, with a focus on developmental, strategic and global issues. Engaging online courses in a video-based e-learning environment will empower you with the latest tools, proven processes and best practices across a range of key topics, including organizational change, human resource planning, compensation, international human resources, organizational training and project management for HR professionals.

Job Analysis and Design

What Is a Job?

A group of homogeneous tasks related by similarity of functions.

When performed by an employee in an exchange for pay, a job consists of duties, responsibilities, and tasks (performance elements) that are (1) defined and specific, and (2) can be accomplished, quantified, measured, and rated. From a wider perspective, a job is synonymous with a role and includes the physical and social aspects of a work environment. Often, individuals identify themselves with their job or role (foreman, supervisor, engineer, etc.) and derive motivation from its uniqueness or usefulness.

Job Analysis

Job analysis, contains a simple term called "analysis", which means detailed study or examination of something (job) in order to understand more about it (job). therefore job analysis is to understand more about a specific job in order to optimise it. Job analysis is a systematic process of collecting complete information pertaining to a job. Job analysis is done by job analyst who is an officer have been trained for it.

Job analysis is a procedure through which you determine the duties and responsibilities, nature of the jobs and finally to decide qualifications, skills and knowledge to be required for

an employee to perform particular job. Job analysis helps to understand what tasks are important and how they are carried on. Job analysis forms basis for later HR activities such as developing effective training program, selection of employees, setting up of performance standards and assessment of employees (performance appraisal)and employee remuneration system or compensation plan.

One of the first industrial-organizational psychologists to introduce job analysis was Morris Viteles. In 1922, he used job analysis in order to select employees for a trolley car company

The intention behind job analysis is to answer questions such as:

1. What is the need of the job to exist?
2. What physical and mental activities does the worker undertake?
3. When is the job to be performed?
4. Where is the job to be performed?
5. How does the job performed by an employee?
6. What qualities and qualifications are required to perform the job?

Job analysis is a detailed examination of

- (1) tasks that make up a job (employee role),
- (2) conditions under which an employee performing his/her job, and
- (3) what exactly a job requires in terms of aptitudes (potential for achievement), attitudes (behavior characteristics), knowledge, skills, educational qualifications and the physical working condition of the employee.

Its objectives include

- (a) to determine most effective methods for performing a job.
- (b) to increase employee job satisfaction.
- (c) to identify core areas for giving training to employees and to find out best methods of training.
- (d) development of performance measurement systems, and
- (e) to match job-specifications with employee specifications while selection of an employee.

Definitions of Job Analysis

Some important definitions of job-analysis are as under :

Harry L. Wylie. "Job analysis deals with the anatomy of the job.....This is the complete study of the job embodying every known and determinable factor, including the duties and responsibilities involved in its performance; the conditions under which performance is carried on; the nature of the task; the qualifications required in the worker; and the conditions of employment such as pay, hours, opportunities and privileges"

In the words of Dale Yoder. "A Job is a collection of duties, tasks and responsibilities which are assigned to an individual and which is different from other assignment"

According to Michael J. Jucius, "Job analysis refers to the process of studying the operations, duties and organisational aspects of jobs in order to derive specification or, as they are called by some job description"

In the words of Edwin B. Flippo, "Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job "

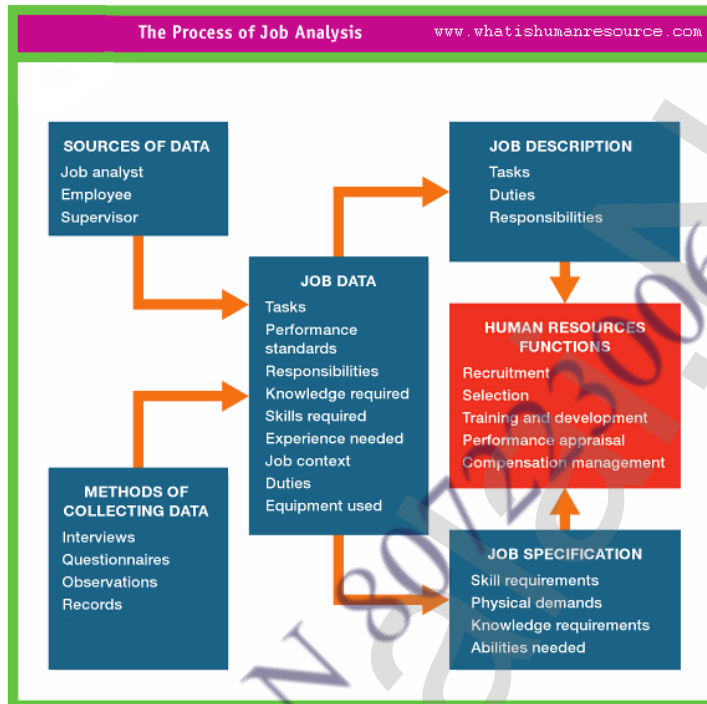
According to Blum, "A job analysis is an accurate study of the various components of a job. It is concerned not only with an analysis of the duties and conditions of work, but also with the individual qualifications of the worker."

According to John A Shubin "Job analysis is the methodical compilation and study of work data in order to define and characterise each occupation in such a manner as to distinguish it from all others."

In the words of Scott, Clothier and Spriegel, "Job analysis is the process of critically evaluating the operations, duties and relationship of the job."

In simple words Job analysis is a formal programme which examines the tasks, duties and responsibilities contained in an individual unit of work.

Before the recruitment process, job analysis takes place



An ideal job analysis should include

Duties and Tasks: The basic unit of a job is the performance of specific tasks and duties. This segment should include frequency, duration, effort, skill, complexity, equipment, standards, etc.

Environment: This segment identifies the working environment of a particular job. This may have a significant impact on the physical requirements to be able to perform a job.

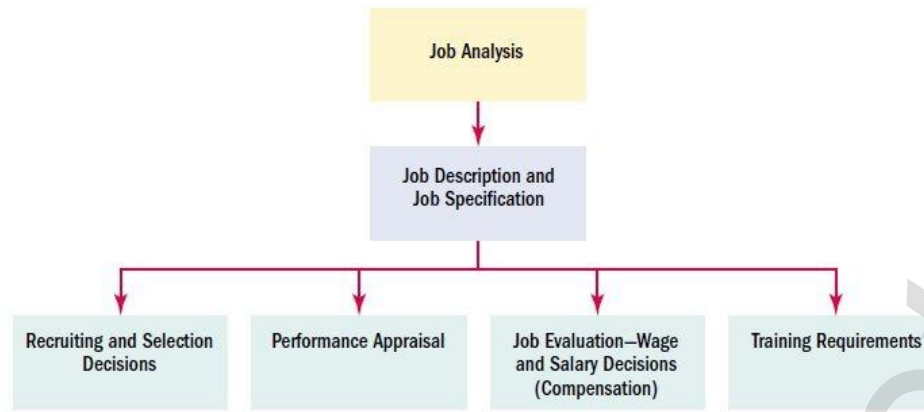
Tools and Equipment: Some duties and tasks are performed using specific equipment and tools. These items need to be specified in a Job Analysis.

Relationships: The hierarchy of the organization must be clearly laid out. The employees should know who is under them and who they have to report to.

Requirements: The knowledge, skills, and abilities required to perform the job should be clearly listed.

There are several ways to conduct a job analysis, including: interviews with incumbents and supervisors, questionnaires (structured, open-ended, or both), observation, critical incident investigations, and gathering background information such as duty statements or classification specifications.

The following are the benefits of job analysis.



1. **Organizational structure and design** :- Job analysis helps the organization to make suitable changes in the organizational structure, so that it matches the needs and requirements of the organization. Duties are either added or deleted from the job.
2. **Recruitment and selection** :- Job analysis provides information about what the job entails and what human characteristics are required to perform these activities. This information, in the form of job descriptions and specifications, helps management decide what sort of people to recruit and hire.
3. **Performance appraisal and training/development** :- Based on the job requirements identified in the job analysis, the company decides a training program. Training is given in those areas which will help to improve the performance on the job. Similarly when appraisal is conducted we check whether the employee is able to work in a manner in which we require him to do the job.
4. **Job evaluation** :- Job evaluation refers to studying in detail the job performance by all individual. The difficulty level
5. Skills required and on that basis the salary is fixed. Information regarding qualities required, skilled levels, difficulty levels are obtained from job analysis.
6. **Promotions and transfer** :- When we give a promotion to an employee we need to promote him on the basis of the skill and talent required for the future job. Similarly when we transfer an employee to another branch the job must be very similar to what he has done before. To take these decisions we collect information from job analysis.
7. **Career path planning** :- Many companies have not taken up career planning for their employees. This is done to prevent the employee from leaving the company. When we plan the future career of the employee, information will be collected from job analysis. Hence job analysis becomes important or advantageous.
8. **Labour relations** :- When companies plan to add extra duties or delete certain duties from a job, they require the help of job analysis, when this activity is systematically done using job analysis the number of problems with union members reduce and labour relations will improve.
9. **Health and safety** :- Most companies prepare their own health and safety, plans and programs based on job analysis. From the job analysis company identifies the risk factor on the job and based on the risk factor safety equipments are provided.
10. **Acceptance of job offer** :- When a person is given an offer/appointment letter the duties to be performed by him are clearly mentioned in it, this information is collected from job analysis, which is why job analysis becomes important.

FUNCTIONS OF MANAGEMENT

According to Henry Fayol, “To manage is to forecast and plan, to organize, to command, & to control”. Whereas Luther Gullick has given a keyword “POSDCORB” where P stands for Planning, O for Organizing, S for Staffing, D for Directing, Co for Co-ordination, R for reporting & B for Budgeting. But the most widely accepted are functions of management given by KOONTZ and O’DONNELL i.e. Planning, Organizing, Staffing, Directing and Controlling.

1. Planning

It is the basic function of management. It deals with chalking out a future course of action & deciding in advance the most appropriate course of actions for achievement of pre-determined goals. According to KOONTZ, “Planning is deciding in advance - what to do, when to do & how to do. It bridges the gap from where we are & where we want to be”. A plan is a future course of actions. It is an exercise in problem solving & decision making. Planning is determination of courses of action to achieve desired goals. Thus, planning is a systematic thinking about ways & means for accomplishment of pre-determined goals. Planning is necessary to ensure proper utilization of human & non-human resources. It is all pervasive, it is an intellectual activity and it also helps in avoiding confusion, uncertainties, risks, wastages etc.

2. Organizing

It is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achievement of organizational goals. According to Henry Fayol, “To organize a business is to provide it with everything useful or its functioning i.e. raw material, tools, capital and personnel’s”. To organize a business involves determining & providing human and non-human resources to the organizational structure. Organizing as a process involves:

- * Identification of activities.
- * Classification of grouping of activities.
- * Assignment of duties.
- * Delegation of authority and creation of responsibility.
- * Coordinating authority and responsibility relationships.

3. Staffing

It is the function of manning the organization structure and keeping it manned. Staffing has assumed greater importance in the recent years due to advancement of technology, increase in size of business, complexity of human behavior etc. The main purpose of staffing is to put right man on right job i.e. square pegs in square holes and round pegs in round holes. According to Kootz & O’Donell, “Managerial function of staffing involves manning the organization structure through proper and effective selection, appraisal & development of personnel to fill the roles designed in the structure”. Staffing involves:

- * Manpower Planning.
- * Recruitment, Selection & Placement.
- * Training & Development.
- * Remuneration.
- * Performance Appraisal.

4. Directing

It is that part of managerial function which actuates the organizational methods to work efficiently for achievement of organizational purposes. It is considered life-spark of the enterprise which sets it in motion the action of people because planning, organizing and staffing are the mere preparations for doing the work. Direction is that inert-personnel aspect of management which deals directly with influencing, guiding, supervising, motivating sub-ordinate for the achievement of organizational goals. Direction has following elements:

Objectives of HRM

Societal objective. To be socially responsible to the needs and challenges of society while minimizing the negative impact of such demands upon the organization. The failure of organizations to use their resources for society's benefit may result in restrictions. For example, societies may pass laws that limit human resource decisions.

Scope of HRM:

- * PROSPECTS OF EMPLOYESS
- * EMPLOYESS HIRING
- * REMUNERATION
- * EMPLOYEE MOTIVATION
- * EMPLOYEE MAINTAINANCE
- * INDUSTRIAL RELATION

Organizational objective. To recognize that HRM exists to contribute to organizational effectiveness. HRM is not an end in itself; it is only a means to assist the organization with its primary objectives. Simply stated, the department exists to serve the rest of the organization.

Functional objective. To maintain the department's contribution at a level appropriate to the organization's needs. Resources are wasted when HRM is more or less sophisticated than the organization demands. A department's level of service must be appropriate for the organization it serves.

Personal objective. To assist employees in achieving their personal goals, at least insofar as these goals enhance the individual's contribution to the organization. Personal objectives of employees must be met if workers are to be maintained, retained and motivated. Otherwise, employee performance and satisfaction may decline, and employees may leave the organization.

Nature of Human Resource Management

Human Resource Management involves management functions like planning, organizing, directing and controlling

- It involves procurement, development, maintenance of human resource
- It helps to achieve individual, organizational and social objectives
- Human Resource Management is a multidisciplinary subject. It includes the study of management, psychology, communication, economics and sociology.
- It involves team spirit and team work.
- It is a continuous process.

Why Is Human Resource Management Important to All Managers? Why are these concepts and techniques important to all managers? 'Perhaps it's easier to answer this by listing some of the personnel mistakes you don't want to make while managing. For example, you don't want to:

Hire the wrong person for the job

- Experience high turnover
- Have your people not doing their best
- Waste time with useless interviews
- Have your company taken to court because of discriminatory actions
- Have your company cited under federal occupational safety laws for unsafe practices
- Have some employees think their salaries are unfair and inequitable relative to others in the organization
- Allow a lack of training to undermine your department's effectiveness

Who is HR manager?

The Human Resource Manager is a mid-level position responsible for overseeing human resources activities and policies according to executive level direction. They supervise human resources staff as well as control compensation and benefits, employee relations, staffing, training, safety, labor relations, and employment records.

- * Supervision
- * Motivation
- * Leadership
- * Communication

STUDY MATERIALS AVAILABLE

TRB-POLYTECHNIC LECTURER (ALL SUBJECT) STUDY MATERIALS WITH QUESTION BANK AVAILABLE.

Supervision implies overseeing the work of subordinates by their superior. It is a function of directing work & workers. Motivation- means inspiring, stimulating or encouraging the sub-ordinates with zeal to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose. Leadership- may be defined as a process by which manager guides and influences the work of subordinates in desired direction. Communication- is the process of passing information, experience, opinion etc from one person to another. It is a bridge of understanding.

Controlling:

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It implies measurement of accomplishment against the standards and correction of deviation if any to ensure achievement of organizational goals. The purpose of controlling is to ensure that everything occurs in conformity with the standards. An efficient system of control helps to predict deviation, before they actually occur. According to Theo Haimann, "Controlling is the process of checking whether or not proper progress is being made towards the objectives and goals and acting if necessary, to correct any deviation". According to Koontz & O. Donell "Controlling is the measurement & correction of performance activities of subordinates in order to make sure that the enterprise objectives and plans desired to obtain them as being accomplished".

Therefore controlling has following steps:

- a) **TANGEDCO (TNEB) (ALL SUBJECT) STUDY MATERIALS AVAILABLE.**
- b) Measurement of actual performance.
- c) Comparison of actual performance with the standards and finding out deviation if any.
- d) Corrective action.

Scope of Human Resource Management

The scope of Human Resource Management refers to all the activities that come under the banner of Human Resource Management. These activities are as follows.

ORGANISATION STRUCTURES:**INTRODUCTION:**

- * Management is a process involving planning, organizing, directing and controlling human efforts to state of objectives in an organization.
- * The second phase of management process is organizing, which basically involves analysis of activities to be performed for achieving organizational objectives, grouping these activities into various division, departments and sections so that these can be assigned to various individuals and delegating them appropriate authority so that they are able to carry on their work effectively.

CONCEPT OF ORGANISATION AND ORGANISING:

In management literature, sometimes the term organization and organizing are used interchangeably because the term organization is used in many ways. But it is not correct organization is different from

Theories X and Y:

In 1960, Douglas McGregor formulated Theory X and Theory Y suggesting two aspects of human behaviour at work, or in other words, two different views of individuals (employees): one of which is negative, called as Theory X and the other is positive, so called as Theory Y. According to McGregor, the perception of managers on the nature of individuals is based on various assumptions.

Assumptions of Theory X:

- * An average employee intrinsically does not like work and tries to escape it whenever possible.
- * Since the employee does not want to work, he must be persuaded, compelled, or warned with punishment so as to achieve organizational goals. A close supervision is required on part of managers. The managers adopt a more dictatorial style.
- * Many employees rank job security on top, and they have little or no aspiration/ ambition.
- * Employees generally dislike responsibilities.
- * Employees resist change.
- * An average employee needs formal direction.

Assumptions of Theory Y:

- * Employees can perceive their job as relaxing and normal. They exercise their physical and mental efforts in an inherent manner in their jobs.
- * Employees may not require only threat, external control and coercion to work, but they can use self-direction and self-control if they are dedicated and sincere to achieve the organizational objectives.
- * If the job is rewarding and satisfying, then it will result in employees' loyalty and commitment to organization.
- * An average employee can learn to admit and recognize the responsibility. In fact, he can even learn to obtain responsibility.
 - * Human resources planning: - Human resource planning or Human Resource Planning refers to a process by which the company to identify the number of jobs vacant, whether the company has excess staff or shortage of staff and to deal with this excess or shortage.
 - **Job analysis design:** - Another important area of Human Resource Management is job analysis. Job analysis gives a detailed explanation about each and every job in the company.
 - **Recruitment and selection:** - Based on information collected from job analysis the company prepares advertisements and publishes them in the newspapers. This is recruitment. A number of applications are received after the advertisement is published, interviews are conducted and the right employee is selected thus recruitment and selection are yet another important area of Human Resource Management.
 - **Orientation and induction:** - Once the employees have been selected an induction or orientation program is conducted. This is another important area of Human Resource Management. The employees are informed about the background of the company, explain about the organizational culture and values and work ethics and introduce to the other employees.
 - **Training and development:** - Every employee goes under training program which helps him to put up a better performance on the job. Training program is also conducted for existing staff that have a lot of experience. This is called refresher training. Training and development is one area where the company spends a huge amount.
- * The employees have skills and capabilities. Their logical capabilities should be fully utilized. In other words, the creativity, resourcefulness and innovative potentiality of the employees can be utilized to solve organizational problems.

Thus, we can say that Theory X presents a pessimistic view of employees' nature and behaviour at work, while Theory Y presents an optimistic view of the employees' nature and behaviour at work.

If correlate it with Maslow's theory, we can say that Theory X is based on the assumption that the employees emphasize on the physiological needs and the safety needs; while Theory Y is based on the assumption that the social needs, esteem needs and the self-actualization needs dominate the employees. McGregor views Theory Y to be more valid and reasonable than Theory X. Thus, he encouraged cordial team relations, responsible and stimulating jobs, and participation of all in decision-making process.

Implications of Theory X and Theory Y:

Quite a few organizations use Theory X today. Theory X encourages use of tight control and supervision. It implies that employees are reluctant to organizational changes. Thus, it does not encourage innovation. Many organizations are using Theory Y techniques. Theory Y implies that the managers should create and encourage a work environment which provides opportunities to employees to take initiative and self-direction. Employees should be given opportunities to contribute to organizational well-being. Theory Y encourages decentralization of authority, teamwork and participative decision making in an organization. Theory Y searches and discovers the ways in which an employee can make significant contributions in an organization. It harmonizes and matches employees' needs and aspirations with organizational needs and aspirations.

System Approach to Management:

Following are the important features of systems approach to management thought:

1. System approach considers the organisation as a dynamic and inter-related set of parts. Each part represents a department or a sub-system. Each department has its sub-system. Continuous and effective interaction of sub-systems helps to attain goals of the larger system. Thus, every sub-system is a system and has sub-systems which together make an organisation a set of mutually dependent parts and their sub-parts.
2. It considers the impact of both near and distant future on organisational activities. Organisations constantly respond to changes in the internal and external environmental conditions. They also act as market leaders in the dynamic, competitive environment.
3. System approach integrates goals of different parts of the organisation (sub-systems or departments) with the organisation as a whole. It also integrates goals of the organisation with goals of the environment or society in which it operates. Integration of goals maintains equilibrium or balance and enables organisations to grow in the dynamic environment.
4. It synthesizes knowledge of different fields of study such as biology, sociology, psychology, information systems, economics etc. As business organisation deals with different components of society, it makes best use of different fields of study to improve interaction with its counterparts.
5. System approach enables organisations to frame policies that promote business objectives and social objectives. Business operates in the social system and social values, culture, beliefs and ethics are important constituents of business operations.

Evaluation of System Approach:

The system approach has the following merits:

1. System approach provides a holistic view of the organisations and emphasises on their adaptive nature. It increases organisation's adaptability to environmental changes. The organisation is studied as a whole and not through its parts. This enables it to adapt to the needs of the environment. Decisions are made keeping in mind organisation-environment interface.
2. It analyses the system at different levels and inter-relates and integrates it into a unified set of direction. Starting from individual goals, it focuses on overall organisational goals, synthesizes the two and converges them into global economy.
3. System approach provides a framework for effective interaction of parts of the organisation in a specific arrangement for attainment of its goals. It does not focus on one part of the organisation.
4. It considers the impact of environment on the organisation and vice versa. Interaction of external environment with the internal environment is the most significant contribution of systems theory. System approach, thus, analyses the organisation as an adaptive and dynamic entity.
5. System approach synthesizes the classical and behavioural theories into a broader framework to solve managerial problems. It, thus, focuses on organisations as multi-dimensional in nature.

Limitations of System Approach:

1. Critics of this theory claim this as a theoretical approach to management. The way an organisation actually works and solves problems (by applying different techniques and methods) has no appeal in the theory.
2. Relationship amongst parts of the organisation is emphasised upon but the exact nature of inter-dependence is not defined.
3. Exact relationship between internal and external environment of the organisation is also not defined. For example, it specifies that change in economic policies necessitates change in internal policies of the organisation but what changes are required to match the changes in economic environment is not talked about.
4. System approach fails to provide uniform approach to management. Management practices change with changes in environmental variables. No standard set of principles apply to all types of organisations. It has added nothing new to the study of management. Even before this approach was introduced, managerial decisions were taken keeping in mind the environmental variables. No specific decision-making techniques are offered to deal with specific problems.
5. It fails to provide concepts that apply to all types of organisations. The small organisations are less adaptive to environmental variables than large organisations. The theory assumes that most of the organisations are big, complex and open systems. It, thus, fails to provide a unified theory.

- **Performance appraisal** :- Once the employee has put in around 1 year of service, performance appraisal is conducted that is the Human Resource department checks the performance of the employee. Based on these appraisal future promotions, incentives, increments in salary are decided.
- **Compensation planning and remuneration**: - There are various rules regarding compensation and other benefits. It is the job of the Human Resource department to look into remuneration and compensation planning.
- **Motivation, welfare, health and safety**: - Motivation becomes important to sustain the number of employees in the company. It is the job of the Human Resource department to look into the different methods of motivation. Apart from this certain health and safety regulations have to be followed for the benefits of the employees. This is also handled by the HR department.
- **Industrial relations**: - Another important area of Human Resource Management is maintaining co-ordinal relations with the union members. This will help the organization to prevent strikes, lockouts and ensure smooth working in the company.

Theory X:

Managers with Theory X orientation make the following assumptions about people:

- Average human being has an inherent dislike for work and will avoid it, if he can.
- The average human being is lazy and avoids responsibility.
- The average human being is indifferent to organisational goals.
- The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition and wants security above all.

Theory Y:

Managers with Theory Y orientation make the following assumptions about people:

- The average human being does not inherently dislike work. Depending upon controllable conditions, work may be a source of satisfaction or a source of punishment.
- The average human being will exercise self direction and self-control in the service of objectives to which he is committed.
- Commitment to objectives is a function of the rewards associated with their achievement.
- The average human being learns under proper conditions, not only to accept, but also to seek responsibility.
- The capacity to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organisational problems is widely, not narrowly, distributed in the population.

Personal management versus Human resource management

HRM has a long history of growing from a simple welfare and maintenance function to that of a board level activity of the companies. In recent years, the focus on people management from human capital/intellectual capital perspective is also shaping firmly. However, the hard fact is that this growth can be generally witnessed in management literature and rarely in practice. Peripheral observation of people management in organization can mislead the observers since; hardly there could be any organization that is yet to rename its old fashioned title of industrial relations/ personnel /welfare/ administration department into HRM department. But, in practice, these organizations continue to handle the people management activities the way they had been handling earlier. The reasons for this could be many and varied. Among them, the potential reason is lack of clear understanding about the differences between personnel/IR and HRM.

BASIS FOR COMPARISON	PERSONNEL MANAGEMENT	HUMAN RESOURCE MANAGEMENT
Meaning	The aspect of management that is concerned with the work force and their relationship with the entity is known as Personnel Management.	The branch of management that focuses on the most effective use of the manpower of an entity, to achieve the organizational goals is known as Human Resource Management.
Approach	Traditional	Modern
Treatment of manpower	Machines or Tools	Asset
Type of function	Routine function	Strategic function
Basis of Pay	Job Evaluation	Performance Evaluation
Management Role	Transactional	Transformational
Communication	Indirect	Direct
Labor Management	Collective Bargaining Contracts	Individual Contracts
Initiatives	Piecemeal	Integrated
Management Actions	Procedure	Business needs
Decision Making	Slow	Fast
Job Design	Division of Labor	Groups/Teams

Controlling: Controlling is concerned with the regulation of activities in accordance with the plans, which in turn have been formulated on the basis of the objectives of the organisation. Thus, controlling completes the cycle and leads back to planning.

It involves the observation and comparison of results with the standards and correction of deviations that may occur. Controlling helps the personnel manager to evaluate the control the performance of the personnel department in terms of various operative functions. It involves performance appraisal, critical examination of personnel records and statistics and personnel audit.

Focus	Primarily on mundane activities like employee hiring, remunerating, training, and harmony.	Treat manpower of the organization as valued assets, to be valued, used and preserved.
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1. Personnel management function is often viewed as a function of the specialized staff.

Human resource management function is the responsibility of all the line managers in the organization.

2. Personnel management goal is employee orientation

Human resource management goal is organization orientation

3. Personnel management managerial function

Human resource management operative function

4. Personnel management cooperative level manager concern

Human resource management top level manager concern.

Personnel Management and Industrial Relations:

The word personnel management is popular with different names, such as staff management, labour management, manpower management, industrial relations and modern times as human resources management. Industrial relations refer to the relation between the employees and management.

Features in Personnel Management:

1. Personnel management is concerned with managing people at all level in the organization
2. It is concerned with employees both as individuals and as a group
3. It is a method of helping the employees to identify and develop their potential.
4. It is a method of channelising this potential for the attainment of organizational goals.

It is required in very organization, in the form of the services of the personnel manager.

Characteristics of personnel management:

Maximum individual development: This principle stresses on the development of every person working in an organization. Workers are able to fulfill the objectives of an organization with the minimum cost. Hence, the employees in the organization should be properly developed. By this, employees will be able to develop themselves to the maximum extent of their capabilities. Their ability, productivity and efficiency can be used for achieving the objectives of the organization.

Scientific selection: For the proper co-ordination between work and workers, it is necessary to select the right person for the right job. Workers should be selected after a careful weighing of the requirements of the jobs on the other hand, and assessment and evaluation of the abilities and attitudes of man on the other.

High morale: It is necessary to have high morale among the workers in an organization. For this purpose, ideal wage policy should be offered in the organization. Workers should be motivated by monetary and non-monetary incentives.

Dignity of labor: Human resource management specially act, so that the workers feel proud of their work or labor. Sometimes, like 'work is worship' notion should be developed in workers. This principle requires treating every job and every jobholder with dignity and respect.

Team spirit: Team spirit must be developed in the workers. They should work collectively and they should feel collective responsibility for the attainment of the objectives of the organization. For this purpose, workers must have the sense of cooperation, unity and mutual trust.

Effective communication: There must be effective channel of communication between the management and the workers. The orders of higher authorities should reach the workers, while worker's request and grievances should reach the higher authorities in a proper way. If communication system is not effective, then there will arise complex problem like mistrust, hatred and ill-will, and this in turn affects the production of the organization.

Fair remuneration: Labour should be given fair and proper compensation for the work they rendered. They should also be given fair incentives or rewards to recognize good performance. This develops industrial peace.

Effective utilization of human resources: The skills and abilities of human resources should be effectively utilized. Proper training facilities should be provided to workers. Human resource management is an art to get the work done by the people, to get the desired result. For this employees should be given humanly treatment in the organization.

Participation: This principle emphasizes the idea of labour participation in the management of the enterprise. Workers participation in management aims at increasing productivity of labour by improving co-operation between employer and employees.

Contribution to national prosperity: This principle stresses to provide a higher purpose of work to all employees and to contribute to national prosperity. For this purpose, human resource management should develop the sense of participation in labour to make them realize that their efforts alone can contribute to the prosperity of the organization and of the country

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