SRI MUTHUKUMARAN INSTITUTE OF TECHNOLOGY

(Approved by AICTE, accredited by NBA and Affiliated to Anna University, Chennai)

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DEPARTMENT OF MANAGEMENT STUDIES

BA4015 -STRATEGIC HUMAN MANAGEMENT

(REGULATION-2021)

YEAR-II   SEM - III

UNIT 1

PART A

1. Define human resource development?

According to South Pacific Commission "Human Resource Development is equipping people with relevant skills to have a healthy and satisfying life".

2. Explain the strategic framework for HRM and HRD?

➤ ☐ Organization Vision, mission, and Goals

➤ ☐ Human resource requirements/Human resource capacity/ Workforce needs assessment

➤ ☐ Identification of Human Resource Development Needs

➤ ☐ Human Resource Development learning initiatives offered

➤ ☐ Learning from HRD initiatives successfully applied on the job

➤ ☐ Evaluation of Human Resource Development Outcomes.

3. Define Vision?

Vision: According to kotler,"Vision is a description of something (an organization, corporate culture, a business, a technology, an activity) in the future".

4. Define Mission?

Mission: According to Philip Kotler, a mission statement acts as an "invisible hand" that guides widely scattered practitioners to work independently and yet collectively toward the realization of the HRD program's goals.

5. Define Values?

Values: According to Stephen P. Robbins," Values are Specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end- state of existence".

6. Explain the functions of HRD?

- ☐ Primary functions
- ☐ Training and development
- ☐ Organization development
- ☐ Career development
- ☐ Secondary functions
- ☐ Role analysis and development
- ☐ Performance appraisal
- ☐ Potential appraisal
- ☐ Performance counseling
- ☐ Employee orientation
- ☐ Succession planning
- ☐ Participatory devices and quality of work life
- ☐ Human resource information system and research.

7. Explain the role of HRD Professionals?

- ➢ ☐ Primary functions
- ➢ ☐ Training and development
- ➢ ☐ Organization development
- ➢ ☐ Career development
- ➢ ☐ Secondary functions
- ➢ ☐ Role analysis and development
- ➢ ☐ Performance appraisal
- ➢ ☐ Potential appraisal
- ➢ ☐ Performance counseling
- ➢ ☐ Employee orientation
- ➢ ☐ Succession planning
- ➢ ☐ Participatory devices and quality of work life
- ➢ ☐ Human resource information system and research.

8. Write a short note on HRD need assessment?

According to molenda, pershing and Reigeluth, " Need assessment can be defined as a method of finding out the nature and extent of performance problems and how they can be solved.

9. Evaluate HRD practices?

- ➢ ☐ Appraisal systems
- ➢ ☐ Performance appraisal
- ➢ ☐ Potential appraisal
- ➢ ☐ Performance coaching
- ➢ ☐ Career systems
- ➢ ☐ Experiences
- ➢ ☐ Opportunities
- ➢ ☐ Career planning

10. Explain the measures of HRD Performance?

➢ ☐ By building organizational capabilities
➢ ☐ By improving employee satisfaction
➢ ☐ By shaping customer and shareholder satisfaction.

11. Explain the different links to HR,Strategy and business goals?
Link to HR:
➢ ☐ A goal to idealized description of what results in the future
➢ ☐ Common goal might include increasing market share, improving performance or improving customer satisfaction
➢ ☐ Goals are timeless and measureless
➢ Strategy and Business Goals:
➢ ☐ Business excellence including profitability
➢ ☐ Internal operational efficiencies
➢ ☐ Internal customer satisfaction
➢ ☐ External customer satisfaction
➢ ☐ Employee motivation and commitment
➢ ☐ Cost effectiveness and cost-consciousness among employees
➢ ☐ Quality orientation
➢ ☐ Technology adoption.

12. What are the recent trends in HRD?
➢ ☐ Development of HRD functions outside organization
➢ ☐ Training needs assessment of non-regular employees
➢ ☐ Self-development
➢ ☐ Development and implementation of plants
➢ ☐ Employee self-education
➢ ☐ Performance-based system
➢ ☐ Employee career development

13. Write a short note on bench-marking?
Bench-marking may be defined as systematic procedure for identifying the best practice and also modifying and updating the current actual knowledge to achieve superior performance.

14. **Write a short note on HRD audit?**
HRD audit is a comprehensive evaluation of the current human resource

development strategies, structure, systems, styles and skills in the context of the short and long-term business plans of a company. HRD audit attempts to find out the future HRD needs of the company after assessing the current HRD activities and inputs available.

PART - B
1. Explain the framework of Strategic HR Management Process

Strategic Human Resource Management Process

Scanning the Environment: The process begins with the scanning of the environment, i.e. both the external and internal factors of the organization. The external environment encompasses the political, legal, technological, economic, social and cultural forces that have a great impact on the functioning of the business. The internal factors include the organizational

culture, hierarchy, business processes, SWOT analysis, industrial relations, etc. that play a crucial role in performing the business operations.

The role of the HR department is to collect all the information about the immediate competitors – their strategies, vision, mission, strengths, and weaknesses. This can be done through the resumes being sent by the candidates working with the other rivalry firm. Through these, HR professionals can identify the workforce, work culture, skills of the staff, compensation levels, reasons for exit and other relevant information about the competing firm.

Identify Sources of Competitive Advantage: The next step in the strategic human resource management process is to identify the parameters of competitive advantage that could stem from diverse sources as product quality, price, customer service, brand positioning, delivery, etc.

The HR department can help in gaining the competitive advantage by conducting the efficient training programmes designed to enrich the skills of the staff.

Identify HRM Strategies: There are major four strategies undertaken by an organization to enrich the employees capabilities:

a) **Learning as Socialization:** This strategy includes the techniques as training courses, coaching sessions, education programmes to ensure that the employees abide by the rules, value and beliefs of an organization and are able to meet the performance targets.

b) **Devolved Informal Learning:** This strategy helps in making the employees aware of the learning opportunities and the career development.

c) **Engineering**: This strategy focuses on creating and developing communities of practice and social networks within and outside the organization.

d) **Empowered Informal Learning**: Through this strategy, the HR department focuses on developing the learning environment such as knowledge about the new processes, designing of new work areas and the provision of shared spaces.

Implementing HR Strategies: Once the strategy has been decided the next step is to put it into the action. The HR strategy can be implemented by considering the HR policies, plans, actions and practices.

Monitor and Evaluation: The final step in the strategic human resource management process is to compare the performance of the HR strategy against the pre-established standards.

At this stage, certain activities are performed to evaluate the outcomes of the strategic decision: establishing the performance targets and tolerance levels, analyzing the deviations, executing the modifications.Thus, to have an effective HR strategy the firm follow these steps systematically and ensures that the purpose for which it is designed is fulfilled.

2. Elaborate on the various challenges faced by an organization with suitable examples.

HR problems in companies come in many shapes and forms. They also vary in seriousness and complexity, depending on the challenge and where the company is located and operates.

Consider the solutions to these problems to be guidelines. It might be necessary to seek outside help, depending on the resources available to you at your company.

1. Compliance with laws and regulations

The first common HR problem in companies is a big one: ensuring you adhere to all relevant laws in your operation area. This can be a huge challenge for small HR organizations, especially if no one on the team has experience dealing with local labor laws and regulations.

Challenges

Key challenges that arise include:

➢ The tediousness of keeping track of all employment laws in all areas in which the company operates

➢ Ensuring that all operations, recruiting, and employment processes adhere to local laws

➢ A lack of time and expertise to understand the issues and nuances of the laws

➢ Failure to fully comply with laws and regulations can lead to serious consequences for a small company, including audits, lawsuits, and even bankruptcy.

Solutions

➢ Potential solutions to this challenge include:

➢ Ensuring that at least one person on your management team is in charge of understanding local employment laws and regulations

➢ Giving that person the time and resources needed to study and understand those laws and regulations

➢ Consulting a legal expert with questions about the laws and regulations

➢ Auditing your existing processes to ensure that everything is above board

➢ While these solutions will require more time and money, getting them right is critical to ensure your company's health and future success.

2. Health and safety

Like with laws and regulations, HR organizations often ensure all health and safety requirements are being met at the company.

Challenges

Key challenges that arise include:

➢ Creating and enforcing health and safety processes at the company
➢ Providing employee training and documentation of course completion to prove compliance with health and safety measures
➢ Monitoring and adapting to local health and safety laws
➢ Tracking instances of workplace injuries or safety violations to protect against potential workplace compensation lawsuits
➢ Like with employment laws and regulations, failure to execute a thorough health and safety program can expose the company to costly lawsuits and injury claims.

Solutions

Potential solutions to this challenge include:

➢ Designating a health and safety person or committee at your organization
➢ Giving them the tools and training needed to study and understand local health and safety laws
➢ Empowering them with absolute control over health and safety at the organization, including the power to make changes, upgrades, or even shut down operations temporarily if needed
➢ Health and safety should be a top priority for any company. As such, this challenge should be on your shortlist to tackle as soon as possible.

3. Change management

Managing change can be a big headache for HR departments and their employees. This is especially true for fast-growing organizations experiencing rapid evolution in their processes or onboarding new employees at a high clip. Unfortunately, HR often bears the brunt of this frustration.

Challenges

Key challenges that arise include:

➢ Adapting HR processes and policies to match the company's growth and ambitions
➢ Balancing the needs and wants of legacy employees with those of new employees and management
➢ Ensuring open communication before, during, and after changes are made
➢ Dealing with negative feedback or frustrations from employees

➤ When done poorly, change management can have an adverse effect on performance, staff engagement, and morale. It often falls on the HR department to find ways to ensure people-centric change doesn't affect productivity and output.

Solutions

Potential solutions to this challenge include:

➤ Clearly communicating the benefits of change to all employees
➤ Implementing a change management process that outlines how, when, and where employees are informed of process changes
➤ Encouraging open and honest feedback from employees when a change is made
➤ Making it crystal clear why you are making a change and what the benefits are to the company and employees
➤ It's not possible to please everyone all the time. But a few simple change management best practices can make your life much easier when scaling or altering your processes.

4. Compensation management

Compensation and benefits are one issue that no HR organization can get around. This is the core concern for all employees and has an immense impact on everything from performance to engagement to productivity.

Challenges

Key challenges that arise include:

➤ Knowing how to structure compensation packages to stay competitive in your industry
➤ Monitoring the recruitment landscape to see what others are offering
➤ Matching compensation demand in the market, especially if you're trying to compete against larger competitors
➤ Providing competitive perks, employee benefits, and bonuses that align with what your ideal candidates want
➤ It takes a lot of time and money to ensure that your total compensation packages are appealing and competitive. In reality, small companies will struggle to compete against large corporations and their limitless budgets.

Solutions

Potential solutions to this challenge include:

➤ Looking for free tools like Payscale and Glassdoor to create benchmark salaries that are based on aggregated real data
➤ Shortlisting competitors to watch and analyze what they promote on their careers sites in terms of perks, benefits, and compensation
➤ Focusing on employer branding and culture messaging to create intangible benefits for candidates
➤ Being creative with compensation to make up for less-than-competitive salaries

➤ The bottom line is that larger companies can and likely will outspend smaller ones to land the best talent. To combat that reality, smaller companies should look to pitch what's unique and appealing about their company.

5. Landing top talent

Like with compensation, smaller HR organizations often get muscled out in the fight for top talent. This is another major HR problem in companies that don't have the resources to aggressively go after the best candidates.

Challenges

Key challenges that arise include:

➤ Being overtaken by a large amount of competition for top talent in skilled roles

➤ Having to spend lots of time, money, and effort to find top talent, all of which are in short supply

➤ Devoting the time that's needed to hire top talent while also juggling all of the other requirements of an HR manager

➤ Spending lots of resources to court a top candidate, only to have them leave early in their term with you or get scooped up by a competitor during the hiring process

➤ Competition for top talent is fierce. Large organizations use every resource at their disposal to find and hire the best in the industry. Unfortunately, that means smaller organizations are often financially disadvantaged when hiring.

Solutions

Potential solutions to this challenge include:

➤ Getting creative with how and who you hire

➤ Beefing up your employer brand to stand out from other companies

➤ Recruiting directly from colleges and universities to give new and hungry employees a chance to shine

➤ Leveraging networks and social channels to directly pitch candidates at no cost

➤ Hiring the best recruiter possible and letting them do their jobs

➤ Smaller organizations will need to pick and choose their battles when competing for top talent. If budget and resources are limited, then it might make sense to only go after the best candidates for strategically critical roles or ones that will drive long-term success.

6. Retention

Landing top talent is one thing, but retaining them long term comes with a new set of HR challenges for companies.

Challenges

Key challenges that arise include:

➤ Focussing the bulk of your time and energy on employee retention

- ➢ Balancing the cost of hiring top talent, with the risk of them leaving prematurely
- ➢ Accounting for the variety of factors that might cause retention issues, including:
- ◆ External poaching
- ◆ Lack of engagement
- ◆ Lack of career development
- ◆ Lack of growth opportunities
- ◆ Non-competitive salaries or benefits
- ➢ Monitoring and adapting to issues that are leading to increased employee departures
- ➢ Maintaining productivity levels while balancing all of the above
- ➢ Solutions

Potential solutions to this challenge include:
- ➢ Finding a fine balance between culture, compensation, and incentives that boosts loyalty and retention: this will require some experimentation and lots of honest feedback
- ➢ Continuously monitoring employee sentiment via pulse surveys, 1:1 meetings, anonymous surveys, town halls, etc.
- ➢ Keeping an eye on the market to ensure that your compensation packages are competitive
- ➢ Monitoring employee churn rates and retention rates and adapting to what the data is telling you
- ➢ Addressing red flags before they become major issues
- ➢ If you break down a month-to-month workload for most HR managers, employee retention is likely one of, if not their most important, priority.
- ➢ Keeping employees happy and performing at a high level is incredibly important for a company's success and comes with many challenges for HR professionals.

7. Monitoring productivity and performance

Productivity and performance is a shared responsibilities between managers and the HR department. Managers are ultimately responsible for their team's performance, but it will fall on the HR department to make tough decisions if certain departments or teams aren't performing at the level they need to be.

Challenges

Key challenges that arise include:
- ➢ Monitoring performance and productivity levels to ensure that the business is operating efficiently and hitting output goals
- ➢ Identifying problems areas and taking necessary actions to turn things around
- ➢ Working cross-functionally to find root causes for low performance and identifying potential solutions

➤ Reporting human resource issues back to the executive team, who will then make strategic decisions

3. Explain the links to HR, strategy and business goals with examples.

An HR strategy serves as your roadmap to cultivate and sustain a high-performing team that can effectively achieve your organization's desired business outcomes. A typical HR strategy will cover elements such as:
➤ Recruitment and onboarding
➤ Training and professional development
➤ Employee engagement
➤ Organizational culture and work environment
➤ Operational policies and compliance
➤ Compensation strategy and Total Rewards
➤ Employee retention
➤ Succession planning

A comprehensive HR strategy takes into account the diverse aspects of human capital. This includes evaluating the individual employee experience and determining their level of engagement, as well as assessing the effectiveness of your Total Rewards program.

Additionally, it is crucial to examine your strategy from an organizational standpoint. This involves considering factors such as business resilience, demand planning, and succession. By doing so, you will gain a deeper understanding of why HR strategy is essential for the overall success of your organization.

In a new organization, HR plays a critical role in recruiting and integrating top talent into the team. However, HR leaders understand that their responsibilities extend far beyond day-to-day tasks such as payroll and compliance. They recognize that the business relies on them to think strategically and contribute to the long-term success of the organization. Business strategy depends on human capital factors, such as:

Employer reputation: Business success often relies on your ability to attract the people you need, and it's easier to attract those people if you have a strong employer brand. An excellent HR strategy can help you build a reputation as an employer of choice or best place to work.

Cost management: Labor is the biggest expense for most companies. A good compensation strategy can help keep these costs down. Training and

development can also reduce costs by empowering workers to be more productive.

Team stability: Staff turnover can be a massive disruptor for your business strategy, especially when you're trying to grow. The right HR strategy can help engage and retain your most important team members, ensuring you've got the correct people in place to deliver your goals.

Depth of skills: Your organization's skills requirements will change over time. For example, you might need people who can work with a new technology or connect with clients in new markets. Your HR strategy can support these changes through recruitment and professional development initiatives.

Compliance: Regulatory compliance is non-negotiable for every business. From payroll laws to OHSA to anti-discrimination rules, employee legal protections can be a minefield. The right HR strategy will help you stay compliant and avoid costly fines that might threaten business growth.

Strategy and planning: Strategic HR leaders can help develop and implement the company's long-term strategy. They understand the current team's strengths and weaknesses, so they know if the company is prepared for the next stage in its development.

Having a solid HR strategy can give your organization a competitive edge. However, it's not sufficient to simply have a plan for HR. It is equally important to ensure that your HR strategy aligns seamlessly with your overall business strategy.

Five steps to align HR strategy with the business strategy

1. Understand the main strategic goals

All strategies should be aligned towards the same outcomes. If the main business goal is growth, the HR strategy should aim to reduce time-to-hire, improve onboarding, and scale up training and development. If the goal is business resilience, HR needs to look at operational efficiency and compensation planning.

You will also need to understand the current state of the organization. Are there budgetary pressures? Regulatory issues? Market movement, such as a new competitor arriving on the scene (or an existing competitor departing)? If you understand where the company is and where you're going, you'll be in a better position to support the main corporate strategy.

2. Map out a skills matrix

How does your current team contribute to the company strategy? Each individual brings something different, so you'll speak with team members one by one and discuss their strengths and weaknesses. This approach will help you prioritize training resources where they're needed most.

You can also work with strategic leaders to map out a skills requirements matrix. For instance, if your company plans a major digital initiative, you might need a team with strong IT skills. You can compare these requirements to your current skills matrix, which will help you decide if you need to invest in training or recruitment.

3. Formalize your talent strategy

Once you know where the organization is headed and what it requires of its people to get there, you must determine the gaps between its current workforce and what is necessary to accomplish the main business goals.

Define strategies needed to acquire, train, develop, performance manage, and reward the very high-performing talent that will carry your organization into the future. It's a good idea to document and formalize this strategy to get everyone on the same page.

4. Measure HR goals and outcomes

Whether you use an HR scorecard or other HR metrics, these measures indicate if your HR talent strategy is successful or when a course correction is necessary. Pay close attention to things like:

➢ Time-to-hire
➢ Engagement survey or pulse survey results
➢ Professional development progress
➢ Stay interview and exit interview results

People metrics such as these will help you ensure that you're headed in the right direction. If the HR strategy is failing to support the main business strategy, then it's time to review the HR strategy.

5. Stay in touch with the key strategists

But what happens if the business strategy changes? That's why it's essential to have a connection between HR leadership and primary decision-makers and stakeholders. You can't support a well-rounded business strategy unless you know what that strategy is.

Aligning with the core strategy can be tricky, especially if HR doesn't have a voice in the board room. Some companies benefit from having a CHRO

that can help shape the people-focused business strategy. If you don't have an executive in charge of human capital, then the HR leader needs to have a good relationship with the CEO or COO.

4. Give a brief account of the evolution of HRM as a functional area in any organization.

HRM has evolved from the Personnel Management (which was the earstwhile management system to manage employees). Going back to the roots of evolution of personnel management the contributions of Psychologists and management experts such as Elton Mayo, F.W. Taylor and Robert Owen play a significant role.Elton Mayo was the founder of the human relations movement in the 1920s. In the famous Howthorne study, he measured the relationship between productivity and the work environment. He emphasized the influence of human relations on worker productivity. Similarly, Robert Owen is considered to be the creator and initiator of reforms introduced for workers.

He introduced the principle of _8 hours work per day' . Owen recognised the importance of improving working conditions in the workplace and its impact on worker productivity and efficiency. Also worth mentioning is the contribution of Frederick W. Taylor. Taylor has developed a differentiated compensation system that rewards employees with higher performance levels , that are still used in the company. He promoted Scientific Management through fours principles:

1. Evaluate a task by dissecting its components;
2. Select employees that had appropriate skills for a task;
3. Provide workers with inventives and training to do a task;
4. Use science to plan how workers perform their jobs. Human

Modern concept of HRM has developed through the following stages (Gupta, 1997). a)

The Commodity Concept: Before industrial revolution, the guild system was the beginning of personnel management. Guild was a closely knit group concerned with selecting, training, rewarding and maintaining workers. Labour began to be considered a commodity to be bought and sold.

b) The Factor of Production Concept: Employees were considered a factor of production just like land, materials, machinery. Taylor's scientific management stressed proper selection and training of employees so as to maximise productivity.

c) The Paternalistic Concept: Employees organised together on the basis of their common interest and formed trade unions to improve.

Also employers began to provide schemes to workers. Employers assured a fatherly and protective attitude towards their employees.

d) The Humanitarian Concept: It is based on the belief that employees had certain inalienable rights as human beings and it is the duty of the employer to protect. Rather social and psychological satisfaction was equally important. in human problems of work place. This is also known as Hawthorne Experiments of Douglas McGregor also generated considerable interest human relations concept.

e) The Behavioural Human Resource Concept: It aimed at analysing and understanding human behaviour in organisation. Motivation, group dynamics, organisational climate, organisational conflict etc. became popular under this concept. Employees began to be considered as valuable assets of an organisation. Efforts were made to integrate employee with the organisation so that organisational goals and employees aspirations could be achieved simultaneously. Focus shifted towards management practices like two way communication, management by objectives, role of informal groups, quality circles etc.

f) The Emerging Concept: Now employers are considered as partners in industry. They are given share in company's stock membership. Slowly and steadily, HRM is emerging as a discipline

5. What does 'Human Resource Planning' mean? Discuss in detail

Human resource planning (HRP) is the continuous process of systematic planning to achieve optimum use of an organization's most valuable asset—quality employees. Human resources planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses.

There are four key steps to the HRP process. They include analyzing present labor supply, forecasting labor demand, balancing projected labor demand with supply, and supporting organizational goals. HRP is an important investment for any business as it allows companies to remain both productive and profitable.

There are four general, broad steps involved in the human resource planning process. Each step needs to be taken in sequence in order to arrive at the end goal, which is to develop a strategy that enables the company to successfully find and retain enough qualified employees to meet the company's needs.

Analyzing labor supply
The first step of human resource planning is to identify the company's current human resources supply. In this step, the HR department studies the strength of the organization based on the number of employees, their skills, qualifications, positions, benefits, and performance levels.

Forecasting labor demand

The second step requires the company to outline the future of its workforce. Here, the HR department can consider certain issues like promotions, retirements, layoffs, and transfers—anything that factors into the future needs of a company. The HR department can also look at external conditions impacting labor demand, such as new technology that might increase or decrease the need for workers.

Balancing labor demand with supply

The third step in the HRP process is forecasting the employment demand. HR creates a gap analysis that lays out specific needs to narrow the supply of the company's labor versus future demand. This analysis will often generate a series of questions, such as:

➢ Should employees learn new skills?
➢ Does the company need more managers?
➢ Do all employees play to their strengths in their current roles?
➢ Developing and implementing a plan.

UNIT-II

1. Write a short note on E-employee profile?

E-employee profile is self access to database to view or update particulars, compensation package, skills, qualification and other information related to job E-employee profile maintenance lies with the individual employee, the manager and the database manager.

2. Write a short note on E-recruitment?

With the advent of information technology, a number of HR practices are now online .the most significant of them is E-recruitment. Also called internet recruitment, or online recruitment, it involves the use of internet for attracting and retaining job seekers.

3. What are the advantages of E-recruitment?

➢ ☐ Saves money
➢ ☐ Time saving
➢ ☐ Efficient online recruitment
➢ ☐ Generating talent pool
➢ ☐ Improve corporate image

4. Explain the features of E-learning?

➢ ☐ Cost effectiveness
➢ ☐ Time saving
➢ ☐ Rich media support

➢ ☐ Test engine

5. What are the features of electronic performance management?
➢ ☐ Job- or individual –centered performance contracts.
➢ ☐ Uploading of performance criteria
➢ ☐ Secure online appraisal with password.
➢ ☐ Viewing competency ratings.

6. Write a short note on E-compensation design?

Compensation design determines the values of specific , properly executed accomplishment toward the achievement of system desired outcomes. The values of the accomplishment not the level of activity is used to establish the nature and amount of compensation.

7. Explain the advantages and disadvantages of E-compensation?

Compensation design determines the values of specific , properly executed accomplishment toward the achievement of system desired outcomes. The values of the accomplishment not the level of activity is used to establish the nature and amount of compensation.

8. Explain the development and implementation of HRIS?
➢ ☐ Inception of idea
➢ ☐ Feasibility study
➢ ☐ Selection a project team
➢ ☐ Vendor analysis
➢ ☐ Package contract negotiation
➢ ☐ Training
➢ ☐ Collecting the data
➢ ☐ Testing the system
➢ ☐ Starting up
➢ ☐ Maintenance
➢ ☐ Evaluation

9. Write a short note on HR portal?

A human resource portal (or HR portal) is set of applications that provide users with a single gateway to customized and personalized information. This portal can be limited a company intranet or it can extent to the internet

or include both. Human resource portals allow the development of web-based human resource self- services.

10. Explain the steps in designing HR portal?
➢ ☐ Generate ideas and information for HR portals
➢ ☐ Determine HR transition
➢ ☐ Design an interface
➢ ☐ Select appropriate technical infrastructure
➢ ☐ Review schedules

11. Explain the areas where vulnerability can be very much misused?
➢ ☐ Recruitment and selection
➢ ☐ Performance tracking
➢ ☐ Electronic surveillance
➢ ☐ Performance appraisals

12.What are the steps in employee online survey?
➢ ☐ Employee online survey design
➢ ☐ Employee online survey administration
➢ ☐ Employee online surveys

13. What are the advantages and disadvantages of online survey?
ADVANTAGES
➢ ☐ Low costs
➢ ☐ Automation and real-time access
➢ ☐ Less time
➢ ☐ Design flexibility
DISADVANTAGES
➢ ☐ Limited use
➢ ☐ Possible cooperation problems
➢ ☐ No interviewer

14. Outline the scope of internal sourcing

Internal sourcing entails identifying suitable candidates for a new position from among your existing employees instead of sourcing externally. This process may involve selecting candidates from a particular team or drawing from diverse departments to fill the vacancy

15. Why is virtual learning important?
The virtual learning environment is a good choice for people who enjoy learning on their own, without restrictions on space and time. Some virtual learning options have classes to attend at scheduled times, while others allow you to learn at your own pace.

With this self-paced option, you have a lot of autonomy with the intensity and cadence of your learning while still enjoying the benefits of guided lessons. Virtual learning can be convenient, flexible, and affordable.

16.   What is meant by HRIS?

A human resources information system (HRIS) is a software solution that maintains, manages, and processes detailed employee information and human resources-related policies and procedures. As an interactive system of information management, the HRIS standardizes human resources (HR) tasks and processes while facilitating accurate record keeping and reporting.

Essentially, an HRIS is a "two-way street" in which information about employees is delivered into the organization and, conversely, back out to employees. By eliminating paper-based and manual HR-related processes, an HRIS offers more seamless, streamlined, and efficient interactions between employees and the companies they work for while freeing HR professionals to perform more strategic and high-value work.

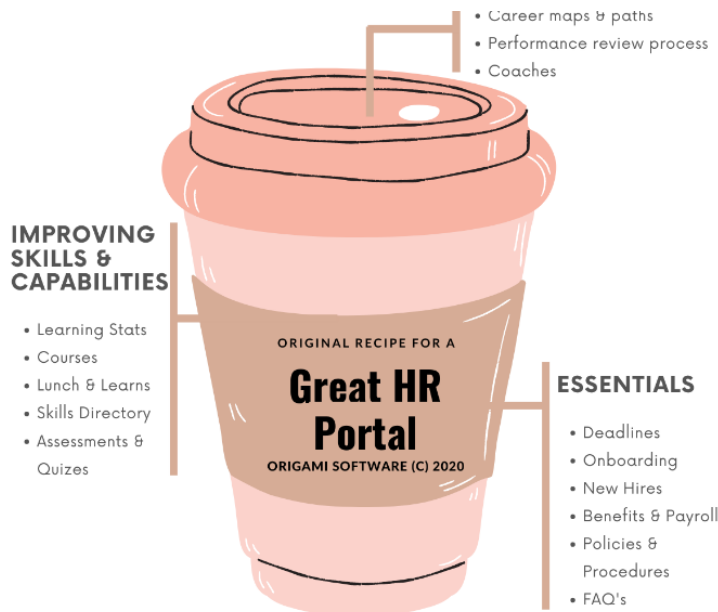17.   Differentiate between e-recruitment and e-selection.

e-Recruitment 1.0	e-Recruitment 2.0
Large job boards	Development of new services, social networks
Subscription to CV databases	Almost free CV and profiles (especially on blogs)
E-mail alerts ("push mail" service)	RSS feeds, real-time information
Basic job advertisement (text)	Rich media advertisement (audio, video, animation)
Active recruiters (job advertising) or even passive recruiters (CV selection)	Proactive recruiters (social networks, blogs…)
Active applicants (CV posting, reply to advertisement)	"Passive" or "Proactive" applicants (open to market opportunities)
Jobs forum	Virtual jobs forum, online events
Classic communication (advertisement)	Development of employer's reputation and branding
Centralization of recruitment management	Decentralization of recruitment responsibilities (easy cooptation through social networks) and/or Externalization toward recruitment agencies
From Transactional recruitment (one-shot, short term)…	… to Relational recruitment (applicant relationship management, long term) or even transformational recruitment (strategic role)

18.   What do you mean by e-orientation?

Orientation refers to introducing new employees to the company. It means getting the employees familiarised with the company policies, their co-workers, and their role in the company in detail.

Orientation takes place during the onboarding of a new employee. The main motive behind an orientation is to get the employee familiarised with the workings of your company. It helps the employee understand their roles in your company better and settle in more easily.

19.   Outline the design of a HR Portal.

ORIGINAL RECIPE FOR A

Great HR Portal

ORIGAMI SOFTWARE (C) 2020

IMPROVING SKILLS & CAPABILITIES
- Learning Stats
- Courses
- Lunch & Learns
- Skills Directory
- Assessments & Quizes

- Career maps & paths
- Performance review process
- Coaches

ESSENTIALS
- Deadlines
- Onboarding
- New Hires
- Benefits & Payroll
- Policies & Procedures
- FAQ's

20. Compare Transactional and Transformational HRM.

Transformational leadership is a type of leadership that focuses on the development and
motivation of individuals and teams. In contrast, transactional leadership is a type of
leadership that focuses on the exchange of rewards for performance. Both types of leadership
can be effective in different situations

21. What is meant by e-orientation?

Employee orientation, also known as onboarding, is the process of integrating new hires into an organization. It's not just about filling out forms and reviewing policies. It's about setting the stage for a successful, long-term relationship between the employee and the organization.

22. Outline the objectives of e-orientation

- It can function as an ongoing resource, not just an event
- It's an opportunity to create a more student-centered experience
- It's less expensive over time
- You can easily tailor it to specific populations
- You can include a variety of different learning activities

23. Identify the issues in managing employee privacy.

Employers can balance their "need to know" with their employees' right to privacy, if they ensure that they collect, use, and disclose personal information about their employees for appropriate purposes only. Respecting employees' privacy. An employer's need for information should be balanced with an employee's right to privacy.

24. Write a brief note on E-selection.

E-recruitment refers to using online platforms and digital channels to attract and reach potential job candidates. on the other hand, E-selection is the use of technology to assess and evaluate job applicants its aims to identify the best-fit candidates efficiently and objectively.

25.   What is meant by repatriation?

Repatriation is the return of a thing or person to its country of origin. The term may refer to non-human entities, such as converting a foreign currency into the currency of one's own country, as well as the return of military personnel to their place of origin following a war. It also applies to diplomatic envoys, international officials as well as expatriates and migrants in time of international crisis. For refugees, asylum seekers and illegal migrants, repatriation can mean either voluntary return or deportation.

PART B
1. Explain E-Selection and E-Recruitment pointing out its advantages.
   E-Recruitment
     - Is a comprehensive evaluating system that can be used to conduct objective type tests such as recruitment tests, entrance examinations, competitive exams,
     - certification tests, assessment quizzes or as an assessing tool in e-learning or market research.

   A highly customizable product, it allows conducting several tests simultaneously
   and can declare the result as soon as the test is over.
   Current trends in e-recruitment
   Integrated recruitment starting from vacancy creation right up till employee
   induction.
   - Equal Opportunities monitoring
   - Metrics and reporting for the process effectiveness
   - Applicant Tracking
   - Linking internal recruitment systems directly to the Job Board
   - Analyzing effectiveness by media partner, agency.
   - Internal job boards on the employee internet
   - Workflow based HR processes and self service in recruitment
   -- Induction Schemes and Pre-joining schemes
   FORMS OF E-RECRUITMENT

☐ There are two basic forms of e-recruitment:

☐ A Company's own home page

☐ Third party sites e.g. Find Jobs. Build a Better Career. Find Your Calling. |

Monster.com, Naukri.com - Search Jobs in Delhi, Mumbai, Bangalore - Career -India, Jobs in India, Search for Jobs Online - TimesJobs.com

Advantages of E-Recruitment

☐ Cost reductions

☐ It is usually considerably cheaper to advertise on the internet than in conventional paper based publications.

☐ Using on-line recruitment tools can reduce the administrative burden associated with recruitment e.g. by sending candidates automated responses.

☐ Organisations have the ability to reach a much larger target audience as there will be 24 hour global access to their vacancy information.

☐ It can reduce discrimination and subjective selection.

☐ It raises the possibility of cutting down the length of traditional recruitment process.

☐ Computerisation means that more applicants can be processed.

☐ Sophisticated search tools can be Growth of E-Recruitment

E- Performance

☐ The use of technology in performance management tends to increase productivity,enhance competitiveness and motivate employees.Technology

☐ Multi rater Appraising System:

Supervisor /team members generate online as well as off shelf appraisal

software packages where by which appraisal will be done.

☐ CPM Technology : Computerized Performance monitoring system.

☐ ERP : Enterprise resource planning software system , Integration of performance management system.

E- Compensation

Represents a web enables approach to an array of compensation tools that enable to organisation to gather store, manipulate, analyse, utilise and distribute compensation data and information

2.Explain the process of e-training with examples?

E- Training & Development

☐ It can be denoted as E- Learning. It refers to the use of internet or an orgnisational intranet to conduct training online.

☐ E.g In WIPRO out of its 17,500 employees , 2500 are on site and 15,000 employees are in off shore centres at Bangalore , Hyderabad, Chennai, Pune and Delhi.

Training policy :

☐ Any employee is subject to training for a two week training every year.

☐ In satyam nearly 80% of the 9000 employees are logged into the in house learning management system for various courses.

☐ Infosys has almost 10 % of its total training through e –learning.

☐ Many firms use e-learning as a prerequisite before classroom training popularly called Blended training.

Requisites For E-learning

☐ Sufficient top management support

☐ Managers and HR professional need to be retrained to accept the idea that training is being decentralized and individualized

Advantages & Disadvantages

☐It is self paced, Trainers can proceed on their own.

☐It is interactive , tapping, multiple trainee senses.

☐Allows for consistency in the delivery of training.

☐Enables scoring of services /assessments and appropriate feedback.

Disadvantages

☐May cause trainee anxiety

☐Not all trainees may be ready for e-learning.

3.outline the benefits of virtual Learning?

Virtual Learning and Orientation

It is the process whereby which with an internet connection, learning and acquisition of knowledge will happen.

Steps in virtual learning

☐Reading all the instruction before going for learning any new concept.

☐Log in to the computer and clients for announcement , email, discussion forum etc.

☐Keep track of all the assignment emails and discussion board post.

☐Actively participate in class room discussion by asking questions and making commands to other class mates

4.Explain about HRIS

It is a systematic way of storing data and information for each individual employee to aid

planning, decision making and submitting of reports to the external agencies.

Purpose of HRIS

☐ Storing information & data for future reference.

☐ Providing a basis for planning, organizing, decision making and controlling.

☐ Meeting daily transactional requirement such as absent.

APPLICATION OF HRIS

I Personal Administration

Information about each employee name age, address, DOB, DOJ etc.

II Salary Administration

☐ HRIS will be helpful in performing what if analysis.

☐ Report should give details of present salary last increases & proposed increase.

III Leave / Absence recording:

Maintaining a complete leave history for employee ID card , employee no.

IV Skill Inventory

HRIS helps to maintain skill database at both employees and organization chart

It helps to identify the employees skills required.

V Medical History

HRIS helps to maintain records on occupational health data required for safety

purpose.

VI Accidental Monitoring

HRIS helps to maintain the details of the accident for the injured employees

Accident prone areas within the organisation.

VII Performance Appraisal:

The system record individual employee performance appraisal such as the

☐ Due date of the appraisal

☐ Scores for each performance criteria

☐ Potential For Promotion.

VIII Recruitment :

HRIS Should record cost , method of recruitment , time taken to fill the position.

ix) Training & Development:

The system consider the training & development of an employer with the ability to

record & enquire on courses completed and any projected courses.

x) Manpower/career Planning:

HRIS record details of the organizational requirement in terms of position.

A logical progression paths and steps required for advancement can the identified by

HRIS after which the individual progress can be monitored.

Necessary capabilities Of An HRIS

☐ Input Function:

Establish the procedures and process required to gather the necessary data. After
collection data must be entered in to the system after codification.
☐ Data Maintenance Function:
This function is responsible for the actual updating of the data stored in storage devices.
☐ Output Function:
It is concerned with the information reports produced by the system (evaluating
calculation).
Steps in Implementing in HRIS
☐ Inception of idea
☐ Feasibility study
☐ Selecting a project team
☐ Defining the requirements
☐ Vendor Analysis
☐ Contract Negotiations
☐ Training
☐ Tailoring the system
☐ Collecting the data
☐ Testing the system
☐ Starting Up
☐ Running in Parallel
☐ Maintenance
☐ Audit

5.How will you design HR Portal?
Designing HR portals
☐ It is the electronic web system that gives the employees with greater access that
gives the employees with greater access to the tools and information which they
need to do their job.
Need For Portal
☐ To cope up with the various needs of different users.
☐ To meet numerous types of information.
Features /Characteristics
☐ Allowing different information
☐ Presenting automatically the information and services that the user wants.
☐ Allowing the user to select the information and services according to his own
interest.
HR Portal

☐ It enables employee, manager and candidate self service on wide ranging topics,
the information displayed for each for each person is customized.

Designing HR Portal
☐ Bringing together key stakeholders.
☐ Articulate strategy
☐ Understand current content management & technology process.
☐ Clearly defined the roles and responsibilities.
☐ Establish accountability.

Employee Survey Online
It is the survey which will be conducted in collaboration with the electronic system.

Types Of Survey
☐ Employee opinion survey
☐ Pulse survey.
☐ Short form survey
☐ Merger & acquisition survey.
☐ Expatriate and expatriate spouse survey.
☐ Global employee survey.
☐ Special focus survey.

Employee Survey - Steps
☐ Need Analysis
☐ Focus Group
☐ Survey Design
☐ Develop Question
☐ Questionnaire Review
☐ Instrument Pre Test
☐ Administer the Questionnaire
☐ Analyze The Questionnaire
☐ Presentation Of Survey Result

Issues in Employee Privacy
☐ Privacy in workplace is a controversy issue.
☐ An employer has all right to monitor an employees performance and behavior

Ways By Which Employees Can Be Monitored.
☐ Email
☐ Phone conversation
☐ Voicemail
☐ Message

UNIT – III

1. Write a short note on cultural dynamics?

All countries are prone to a tendency towards either stability or change, because the individual in the society or the 'cultural architects' constantly modify their cultural plans, improve and adapt their behavior to the caprices and exigencies of their physical, social and ideological milieu.

2. Write a short note on cultural assessment?

As an organization begins to assess its ability to respond to change, aligning its culture with its strategic goals is imperative. Making organizational changes in practices or values, understanding culture in an objective manner can give employers a business advantage.

3. Explain the methods of cross-cultural training?

☐ Cultural assimilator
☐ Contrast American method
☐ Se lf reference criterion
☐ Area simulation
☐ Cultural self- awareness

4. What are the significance of international assignments?

☐ They help in leadership development
☐ They encourage high levels of coordination and control
☐ Facilitates information exchange and dissemination

5. What are strategic issues for international management?

☐ Globalization
☐ Environmental difference

□ Cultural differences
□ Centralization or decentralization
□ Converge and divergence

6.Evaluate the challenges faced by the global leadership?

□ Greater need for broad knowledge that spans functions and nations

□ More stakeholders to understand and consider when making decisions.

□ A more challenging and expanded list of competing tensions both on and off the job

□ More challenging ethical dilemmas relation to globalization.

7.Write a short note on HR Outsourcing?

Human resource outsourcing is when a company gets an outside party to performance some or all of their HR functions. Outsourcing can be used for number of different HR related activities.

8.What are the importance of M&A?
□ Provide strategic benefits
□ Growth of company
□ Access to improved technologies
□ Operational efficiency
□ Financial support
□ Gain access in a new market
□ Economies of scale market dominance

9. What are the factors affecting international M&A?
Economic factors
□ Domestic economic expansion
□ Global competition
□ Economies of scale
□ Market expansion
Technology factors
□ Ease of communication
□ High costs of R&D
□ Growth
□ Advantages in differenced products
□ Exchange rates
□ Diversification

10. Write a short note on repatriation?
Repatriation is the process of retuning a person back to one's place of origin or citizenship. Repatriation is often described a surprisingly more difficult than moving

overseas.

11. Evaluate the process of repatriation?
- ☐ Preparation
- ☐ Physical re-location
- ☐ Transition
- ☐ Re-adjustment

12. Explain multiculturalism as an competitive advantage?
- ☐ Cost argument
- ☐ Marketing argument
- ☐ Problem-solving argument
- ☐ Resource acquisition argument
- ☐ Creativity argument
- ☐ System flexibility argument

13. What are the objectives of international compensation?
- ☐ Facilitate mobility
- ☐ Consistency and equity
- ☐ Simplify collective bargaining procedures
- ☐ Enhance organizational performance

14. What are the factors influencing compensation?
MNC internal environment
- ☐ Goal orientation
- ☐ Capacity to pay
- ☐ Organizational culture
- ☐ Labour relations
- ☐ Subsidiary role

MNC external environment
- ☐ Parent nationality
- ☐ Labour market
- ☐ Local culture
- ☐ Home and host country
- ☐ Industry type

15. What does cultural assessment mean?
A clear understanding of organizational culture is critical to long-term success. Unfortunately, in many companies it will remain undervalued until management can properly measure it and understand its role in corporate success. While often seen as intangible, culture is quite real, and powerful. Organizational culture is not a vision or value statement developed by a senior management group.

16. Outline the process of cultural assessment
Humanistic-Encouraging: Members are expected to be supportive, constructive, and
open to influence in their dealings with one another.

Affiliative: Members are expected to be friendly, cooperative, and sensitive to the
satisfaction of their work group

Approval: Members are expected to be friendly, cooperative, and sensitive to the
satisfaction of their work group.

Conventional: Members are expected to conform, follow the rules and make a good
impression.

Dependent: Members are expected to do what they're told and clear all decisions with
superiors

Avoidance: Members are expected to shift responsibilities to others and avoid any
possibility of being blamed for a problem.

Oppositional: Members are expected to be critical, oppose the ideas of others, and
make safe (but ineffectual) decisions.

Power: Members are expected to take charge, control subordinates, and yield to the
demands of superiors.

Competitive: Members are expected to operate in a "win-lose" framework, out-perform
others, and work against (rather than with) their peers.

Perfectionistic: Members are expected to appear competent, keep track of everything,
and work long hours to attain narrowly-defined objectives.

Achievement: Members are expected to set challenging but realistic goals, establish plans
to reach those goals, and pursue them with enthusiasm.

Self-Actualizing: Members are expected to enjoy their work, develop themselves, and
take on new and interesting tasks.

17 What is cultural dynamics?

Cultural dynamics or cultural change can be of two types: change from within and change from outside. The sources of change can be attributed either to innovation, discovery and invention ("internal change" or "independent origin"), or diffusion and cultural borrowing ("change from outside"). In todays world most of the change happens from outside.

18. What do you mean by ethnocentric MNC?

Parent-country nationals hold the key positions

☐ Strategic decisions are made at headquarters

☐ Exporting home country practices and policies to foreign countries

☐ Headquarters management personnel hold key jobs in either domestic or foreign
operations
☐ Expatriates manage the business

19.Outline the scope of cross border mergers.

A cross border merger explained in simplistic terms is a merger of two companies which are located in different countries resulting in a third company. A cross border merger could involve an Indian company merging with a foreign company or vice versa. A company in one country can be acquired by an entity (another company) from other countries.

20 How does one build a multi-cultural organisation?
multicultural organization is one that has a workforce that includes people from diverse backgrounds across all departments, and which offers them equal opportunity for input and advancement within the company.

A multicultural organization also possesses an absence of discrimination or prejudice toward people based on their race, religion, ethnicity, gender, age, sexual orientation, or physical limitation. In a multicultural organization, skill, talent, and performance are the criteria for meritocratic advancement.
21 Define outsourcing
Outsourcing is the business practice of hiring a party outside a company to perform services or create goods that were traditionally performed in-house by the company's own employees and staff. Outsourcing is a practice usually undertaken by companies as a cost-cutting measure. As such, it can affect a wide range of jobs, ranging from customer support to manufacturing to the back office.
22. Can you explain the meaning of polycentric MNC?
Uses host-country nationals to staff the subsidiary
☐ Parent country nationals hold positions at headquarters
☐ Each subsidiary is a distinct national entity with some decision making autonomy
☐ Local nationals are seldom promoted to positions at headquarters

23 Compare between expatriation and repatriation
Expatriate
An expatriate (often shortened to expat) is a person residing in a country other than their native country. In common usage, the term often refers to professionals, skilled workers, or artists taking positions outside their home country, either independently or sent abroad by their employers.

Repatriate
To restore or return to the country of birth, citizenship, or origin

24. How does one build a multi-cultural organisation?
A multicultural organization is one that has a workforce that includes people from diverse backgrounds across all departments, and which offers them equal opportunity for input and advancement within the company.

26. What is a horizontal merger?

A horizontal merger is when two companies that are in direct competition with each other come together. They share the same products and markets.

Part B
1. Explain in detail the concept of Cultural Dynamics

The contemporary definition of organizational culture (OC) includes what is valued, the dominant leadership style, the language and symbols, the procedures and routines, and

the definitions of success that characterizes an organization. OC represents the values,underlying assumptions, expectations, collective memories, and definitions present in an organization (Schein, 1992; Cameron & Quinn, 1999).

Cultures change, but they also stay the same. Cultural anthropologists are of the idea that it is important to study concrete cultural change and define its underlying processes. There are mechanisms through which cultures change. One example is diffusion. When people from different cultures start working together, these different cultures merge and a new culture starts emerging out in an organization.

For example the change in the culture and values of Japanese managers. A study has proved that there is a significant difference in values between Japanese managers who have attained responsible managerial positions in their organization and the management trainees who have held lower positions and been employed for less time with the organization. Recently

there is increasing evidence that individualism in Japan is on the rise. Instead of denouncing individualism as a threat to the society, they are proposing as a necessary solution to many of the economic evils.

Cultural dynamics or cultural change can be of two types: change from within and change from outside. The sources of change can be attributed either to innovation, discovery

and invention ("internal change" or "independent origin"), or diffusion and cultural borrowing ("change from outside"). In todays world most of the change happens from outside. The ultimate reality in culture change hinges on the fact that corresponding institutions in

two cultures satisfy both their needs in different ways and with different techniques; but in the process they have to use the same human and natural resources and also the standardized
emotions, values, and loyalties specific to each culture.

 Steps in Organizational Culture Change

There are three major steps involved in changing an organization's culture.

1 Understand the current culture

Before an organization can change its culture, it must first understand the current culture, or the way things are now. Take time to pursue the activities in understanding the mission, vision, beliefs, values and shared meanings that prevail in the organization. Mission,vision, and values provide a framework for the assessment and evaluation of the current organizational culture, the organization needs to develop a picture of its desired future and

2 Decide on new culture

Understanding the current organizational culture, the organization must then , and decide what the organizational culture should look like to support success. What vision does the organization have for its future and how must the culture change to support the accomplishment of that vision?

3 Make individuals understand

Finally, the individuals in the organization must decide to change their behavior to create the desired organizational culture. This is the hardest step in culture change. Culture Assessment Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace. Organizational culture is defined by all of the life experiences, strengths, weaknesses, education, upbringing, and so forth of the employees.

While executive leaders play a large role in defining organizational culture by their actions and leadership, all employees contribute to the organizational culture.

2.Examine and explain the factors affecting International HRM.

1. Cultural Issues

It includes a wide range of issues from understanding the other cultures, taking the
culture as a practice and changing the HRM practices according to the culture. Another
difficulty for managers operating in diverse cultural to identify moral norms, which transcend cultural boundaries, and then, without compromising those norms, recognize and respect diversity where it is morally appropriate to do so. The best IHRM practices ought to be the ones best adapted to cultural and national differences.

2. Ethical Issues

When business is conducted across borders, the ethics program takes on added
layers of complexity. Understanding the code of ethics is a complex issue.
Ethical problems pose a great threat when multinationals operate in host
countries that have:

☐ Different standards of business practice
☐ Economically impoverished
☐ Inadequate legal infrastructure
☐ Governments are corrupt, and
☐ Human rights are habitually violated

The question arises not only in the context of different home- and host-country
employment practices but also in the central operations and policies of multinationals.

There are three main approaches in following ethics which are listed below:

☐ The ethical relativism believes that there are no universal or international rights
and wrongs, it all depends on a particular culture's values and beliefs - when in
Rome, do as the Romans do.

☐ The ethical absolutism believes that when in Rome, one should do what one
would do at home, regardless of what the Romans do. This view of ethics gives
primacy to one's own cultural values.

☐ In contrast, the ethical universalism believes that there are fundamental principles
of right and wrong which transcend cultural boundaries and multinationals must
adhere to these fundamental principles or global values.

Payne et al suggest that international standards of ethics should address six
major issues:

1. Organizational relations: including competition, strategic alliances and local
sourcing
2. Economic relations: including financing, taxation, transfer prices, local
reinvestment, equity participation, and fiscal policies
3. Employee relations: including compensation, safety, human rights,
nondiscrimination, collective bargaining, whistle blowing, training and sexual
harassment

3.Industrial Relations (IR) Issues

The pattern of industrial relations is different among several countries.
Several factors may underlie the historical differences among nations
namely,

☐ Mode of technology and industrial organization at critical stages of
union development

☐ Methods of union regulation by government
☐ Ideological divisions within the trade union movement
☐ Influence of religious organizations on trade union development
☐ Managerial strategies for labor relations in large corporations.
The trade union structures also differ considerably among countries
☐ Industrial unions – Represent all grades of employees in an industry;
☐ Craft unions – Based on skilled occupational groupings across industries;
☐ Conglomerate unions – Represent members in more than one industry;
☐ General unions – open to almost all employees in a given country.

4. Legal and Issues

In the absence of international legislative authority, it is very difficult to handle people working across borders, and also to have a standard HRM practice for an MNE. Trade union and the industrial relations take different shapes in different countries. Understanding the judicial and legislative system of a place is not a easy task. Some countries have hidden policies and practices which poses a great threat on the international business. The area of international compensation is complex, primarily because multinationals must cater to many categories of employees and the laws relating to the countries are different In Western Europe, where many countries have had a strong socialistic pattern, laws have been aimed
at protecting the rights and benefits of work force. Until recently, France and Germany had 35-hour workweeks, although workers have recently begun to accept contracts with more flexibility.

5. Social Issues

Countries also differ in terms of their social make up. For example, education,
skills of the work force are few factors that have to be considered. Education opportunities also vary from one country to another. In general, spending on education is greater per pupil in high-income countries than in poorer countries. The extent of poverty, political turmoil also affects the HRM practices. For the companies to operate in country with suitable employees, the education and the skill levels of country's labor force affect the extent to which the company wants to operate. India's large pool of English speaking and technically sound work force has attracted many outsourcing companies to India.

6 Economic Issue

The economic system of the country affects the human resource management practices.The nature of the economic system whether socialistic or capitalistic, as well as government's involvement in the economy through taxes or compensation, price controls, and other activities, influences human resource practices. Taxation differences create unfavorable tax circumstances for employees working outside their home countries and contributing to
pension plans in their host countries

3. Explain in detail about the selection criteria of Expatriates.

a. Cultural Awareness Programs

Intercultural communication competence can no longer be neglected. In both domestic and international context new work related behaviors must be learned, but in cross-cultural situations non-work behaviors must be learned as well.

b. Language Training

Language training is a seemingly obvious, desirable component of a pre-field program. However, there are three interrelated aspects related to language ability that need to be recognized.

a. The Role of English as the Language of World

b. Host-Country Language Skills and Adjustment

c. Knowledge of the Corporate Language

c.Training for culture shock prevention

Expatriates going abroad will encounter a variety of difficulties due to different socialeconomic systems, language and social customs, etc. Moreover symptoms of culture shock, anxiety, frustration and disappointment can further complicate adaptation for the expatriate as well as his/her family. When the expatriate develops irritation and hostility and at last comes to the stage of biculturalism, he or she has completely come to terms with operating and functioning in two different cultures. Hence culture shock prevention training is vital for the expatriate and his/her family.

1. Preliminary Visits One useful technique in orienting international employees is to send them on a preliminary trip to the host country. A well planned overseas trip for the candidate and spouse provides a preview that allows them to assess their suitability for an interest in the assignment. Such a trip also serves to introduce expatriate candidates to the business context in the host location and helps encourage more informed pre-field preparation.

2. Practical Assistance Another component of pre-field training program is that of providing information that assists in relocation. Practical assistance makes an important contribution toward the adaptation of the expatriate and his or her family to their new environment. Being left to defend them may result in a negative response toward the host-country's culture, and or contribute to a perceived violation of the psychological contract. Many multinationals now take advantage of relocation specialists to provide this practical assistance. Further language training for the expatriate and family could be provided, particularly if such training was not possible before departure.

Post-arrival training

After the arrival of expatriates the host country should take care of the expatriate and his/her family. The training process should be continued in the host country also. Especially culture awareness program, culture shock prevention program have to be extended in the host country. Apart from that, orientation of the new environment should also be given the expatriates. The management should never think that expatriate training is a usual process, but it should take the responsibility of making the

expatriation process a success and it should be committed in training the expatriates.

4. Explain the cultural environment of International Business.

    ETHNOCENTRIC APPROACH
- Parent-country nationals hold the key positions
- Strategic decisions are made at headquarters
- Exporting home country practices and policies to foreign countries
- Headquarters management personnel hold key jobs in either domestic or foreign operations
- Expatriates manage the business

    POLYCENTRIC APPROACH
- Uses host-country nationals to staff the subsidiary
- Parent country nationals hold positions at headquarters
- Each subsidiary is a distinct national entity with some decision making autonomy
- Local nationals are seldom promoted to positions at headquarters

    REGIOCENTRIC APPROACH
- Regional staff are utilized and developed for positions anywhere within the region
- Regional managers may not be promoted to headquarters positions
- Regional managers enjoy a degree of regional autonomy in decision making
- Standardized practices within a geographic region

    GEOCENTRIC APPROACH

ETHNOCENTRIC APPROACH	REGIOCENTRIC APPROACH
• Parent-country nationals hold the key positions • Strategic decisions are made at headquarters • Exporting home country practices and policies to foreign countries • Headquarters management personnel hold key jobs in either domestic or foreign operations • Expatriates manage the business	• Regional staff are utilized and developed for positions anywhere within the region • Regional managers may not be promoted to headquarters positions • Regional managers enjoy a degree of regional autonomy in decision making • Standardized practices within a geographic region
POLYCENTRIC APPROACH	**GEOCENTRIC APPROACH**
• Uses host-country nationals to staff the subsidiary • Parent country nationals hold positions at headquarters • Each subsidiary is a distinct national entity with some decision making autonomy • Local nationals are seldom promoted to positions at headquarters • Developing practices and policies according to local culture and workforce characteristics	• Best people anywhere in the world are developed for key positions anywhere in the world • Ignores nationality in favor of ability • Cuts across the nations and thus talent is brought across the borders • Attempts to develop practices and policies that transcend cultural differences

☐ Best people anywhere in the world are developed for key positions anywhere in the world

☐ Ignores nationality in favor of ability

☐ Cuts across the nations and thus talent is brought across the borders

☐ Attempts to develop practices and policies that transcend cultural differences

5. Explain the role of culture in IHRM.

Working globally and cross culturally needs specific skills which could be acquired autonomously and some of which could be taught. In this context, a training program concentrating on cross cultural communications will have to spend a lot of time for self introduction, conversation, and his practical knowledge towards the concept.

Cultural Training: The most significant component of any cross-cultural training plan is self acquaintance. Trainees who have initiated to grasp how their personal background and values

influence their fondness at work are fit near to considerate how these methods may work.

However a manager who is blind to the alternatives made at home, considering "this is the only

way" will not be competent in varying the decision making process used in other cultures .

The goal of cultural training is to train employees what the "norms" are in a particular culture.

Many of these norms come from history, past experience, and values. Cultural training can

include any of the following topics:

☐ Etiquette

☐ Management styles

☐ History

☐ Religion

☐ The arts

☐ Food

☐ Geography

☐ Logistics aspects, such as transportation and currency

☐ Politics

Cultural training is important. Although cultural implications are not often discussed openly, not understanding the culture can harm the success of a manager when on overseas assignment. For example, when Revlon expanded its business into Brazil, one of the first products it marketed was a Camellia flower scented perfume. What the expatriate managers didn't realize is that the Camellia flower is used for funerals, so of course, the product failed in that country Training on the goals and expectations for the expatriate worker is important. Since most

individuals take an overseas assignment to boost their careers, having clear expectations and understanding of what they are expected to accomplish sets the expatriate up for success.

Repatriation Training: Repatriation is the process of helping employees makes the transition to their home country. Many employees experience reverse culture shock upon returning home, which is a psychological phenomenon that can lead to feelings of fear, helplessness, irritability,

and disorientation. All these factors can cause employees to leave the organization soon after returning from an assignment, and to take their knowledge with them. One problem with repatriation is that the expatriate and family have assumed things stayed the same at home, while in fact friends may have moved, friends changed, or new managers may have been hired along with new employees. Although the manager may be on the same level as other managers when he or she returns, the manager may have less informal authority and clout than managers who have been working in the particular office for a period of time. An effective

repatriation program can cost heavy, but the investment is worth it given the critical skills the managers will have
gained and can share with the organization. In fact, many expatriates fill leadership positions
within organizations, leveraging the skills they gained overseas.
Repatriation planning should happen before the employee leaves on assignment and should be a
continuous process throughout the assignment and upon return. The process can include the
following:

☐ Training and counseling on overseas assignment before leaving
☐ Clear understanding of goals before leaving, so the expatriate can have a clear sense as to
what new skills and knowledge he or she will bring back home
☐ Job guarantee upon return (Deloitte and Touche, for example, discusses which job each
of the two hundred expats will take after returning, before the person leaves, and offers a
written letter of commitment.)
☐ Assigning the expatriate a mentor, ideally a former expatriate
☐ Keeping communication from home open, such as company newsletters and
announcements
☐ Free return trips home to stay in touch with friends and family
Counseling (at Honeywell, employees and families go through a repatriation program
within six months of returning.)
☐ Sponsoring brown bag lunches where the expatriate can discuss what he or she learned
while overseas
☐ Trying to place expatriates in positions where they can conduct business with employees
and clients from where they lived

UNIT-IV

1. Define career?
According to B. flippo, "a career as a sequence of separate but related work activities that provide continuity, order and meaning in a person's life".

2. Explain career stages?
☐ Form college to work
☐ First job and being accepted
☐ Will performance increase or begin to decline?
☐ The elder statesperson
☐ Preparing for retirement

3. Write a short on career?
According to B. flippo, "a career as a sequence of separate but related work activities that provide continuity, order and meaning in a person's life".

4. What are the different stages in career?
☐ Form college to work
☐ First job and being accepted
☐ Will performance increase or begin to decline?
☐ The elder statesperson
☐ Preparing for retirement

5. Write a short note on career planning?

Career planning is the deliberate process through which a person becomes are of personal skills, interests , knowledge, motivation, characteristics, career-related attributes,and the lifelong series of stages that contribute to his or her fulfillment.

6. What are the objectives of career planning?
☐ To attract and retain the right type of person.
☐ To provide guidance and encourage employees
☐ To facilities expansion and growth of enterprise
☐ To anticipate future vacancies
☐ To improve employee morale and motivation

7. What are the objectives of career planning?
☐ To attract and retain the right type of person.
☐ To provide guidance and encourage employees
☐ To facilities expansion and growth of enterprise
☐ To anticipate future vacancies
☐ To improve employee morale and motivation

8.Evaluate the process of career planning?
☐ Individual needs and aspirations
☐ Individual strengths and weaknesses
☐ Placement on career path
☐ Review of career plans
☐ Organizational needs and opportunities

9. Explain the different models in career development?
☐ Life- span models
☐ Individual differences model
☐ Directional pattern model
☐ Organization based models

10. Define career motivation?
The term career motivation encompasses the term work motivation and managerial motivation and goals further to include motivation associated with a wide
range of career motivation.

11. What are the components of career motivation?
☐ Career resilience
☐ Career insight
☐ Career identity

12.Write a short note on career enrichment?
An enrichment program (EP) is a formally designed multi-service program that aims to enrich experience by maximizing strengths, remedying weaknesses, promotion positive psychological outcomes, facilitating positive academic outcomes, and nurturing professional
growth and development.

13. What is the need for career enrichment?
☐ They have mastered their current job and seek additional challenges
☐ Their organization is becoming flatter, less hierarchical, and
☐ They have a desire to continually learn new things.

14. What are the types of career plateaus?
☐ Structural plateau
☐ Content plateau
☐ Life plateau

15. Define competency ?
A competency is a combination of tacit and explicit knowledge, behavior, and skills that give somebody the potential for effectiveness in task performance.

16. Explain the different characteristics of competency?
☐ Motives
☐ Traits
☐ Self-concept
☐ Knowledge
☐ Skills

17. Define career management?

Career management is the process of designing and implementing goals plans and strategies to enable the organization to satisfy employee need while allowing individuals to achieve their career goals.

18. Define competency mapping?
According to dhar, "competency mapping is the process of identifying key competencies for an organization and jobs and functions within it".

19. What are the methods of competency mapping?
☐ Past performance-based method
☐ Job- focused method
☐ Values- based method

20. What are benefits of competency mapping?
☐ Help in assessment of employees
☐ Reduces training cost
☐ Used for employee mobility
☐ Helps in re-organization and receptivity
☐ Improves organizational productivity

21. Write a short note on equity-based competency mapping?

Equity- based compensation is a means for employers to increase pay motivates manager and employee to increase shareholder values since and

effects are difficult to disentangle. Equity holdings motivate executives to raise profitability and increase shareholder values.

22. What are the types of equity based compensation?
☐ Stock options
☐ Restricted stock
☐ Performance based stock shares
☐ Stock appreciation rights
☐ Employee stock option plan

23. What are the advantages and dis-advantages of equity based competency mapping?
ADVANTAGES
☐ Recruiting and retention of employees
☐ Motivation
☐ Alignment with stockholder interests

DISADVANTAGES
☐ Corporation governance issues
☐ Lack of exit opportunities and employee loyalty issues
☐ Securities law and tax issues

Part -B
1.Explain in detail concepts, roles and stages of Career?
Individual Career Development Career progress and development is largely the outcome of actions on the part of an individual. Hall, who views careers as a life long learning process, believes that people must learn how to learn and gain self-knowledge, and must become more adaptable. Others authors have suggested that individuals make decisions and take assignments that provide an opportunity to learn and continuously develop new and existing skills. Jones and Defillip distilled six competencies that were possessed by people who successfully navigated the boundary careers and network – type of organizations found in the film industry, which they argue typify the new career landscape. These competencies are: 1. Knowing What – Understanding the industry's opportunities, threats, and requirements 2. Knowing Why – Understanding the meaning, motives, and interests for pursuing a career 3. Knowing More – Understanding the locations and boundaries for entering, training, and advancing within a career system 4. Knowing Whom – Forming relationships based on attraction and social ca[ital that will gain access to opportunities and resources 5. Knowing When

– Understanding the timing and choice of activities within one's career 6. Knowing How – Understanding and acquiring the skill and talents needed for effective performance in assignments and responsibilities

a. Performance: Career progress rests largely on performance. If the performance
is sub-standard, even modest career goals can't be achieved.
b. Exposure: Career development comes through exposure, which implies becoming
known by those who decide promotions, transfers and other career opportunities.
You must undertake actions that would attract the attention of those who matter
most in an organization.
c. Networking: Networking implies professional and personal contacts that would
help in striking good deals outside (e.g., lucrative job offers, business deals, etc.).
For years men have used private clubs, professional associations, and old - boy
networks to gain exposure and achieve their career ambitions.
d. Leveraging: Resigning to further one's career with and the employer is known as
leveraging. When the opportunity is irresistible, the only option left is to resign
from the current position and take up the new job (opportunity in terms of better
pay, new title, a new learning experience, etc.). However, jumping the jobs
frequently Gob-hopping) may not be a good career strategy in the long run.
e. Loyalty to career: Professionals and recent college graduates generally jump
jobs frequently when they start their career. They do not think that career-long
dedication to the same organization may not help them further their career ambitions.
To overcome this problem, companies such as Infosys, Wipro have come out
with lucrative, innovative compensation packages in addition to employee stock
option plans for those who remain with the company for a specified period.
f. Mentors and sponsors: A mentor is, generally speaking, an older person in a

managerial role offering informal career advice to a junior employee. Mentors

take junior employees under their protégée and offer advice and guidance on how

to survive and get ahead in the organization. They act as role models. A sponsor,

on the other hand, is someone in the organization who can create career development opportunities.

g. Key subordinates: Qualified and knowledgeable subordinates, often extend

invaluable help that enables their bosses to come up in life. When the bosses cross

the bridge, they take the key subordinates also along with them. In their own self

interest, the subordinate must try to find that winning horse on which he can bet.

h. Expand ability: Employees who are career conscious must prepare themselves

for future opportunities that may come their way internally or externally by taking

a series of proactive steps-(e.g., attending a training program, acquiring a degree,

updating skills in an area, etc.)

2. Explain four models of career development with suitable examples.
   Career progress and development is largely the outcome of actions on the part of an
   individual. Hall, who views careers as a life long learning process, believes that people
   must learn how to learn and gain self-knowledge, and must become more adaptable.
   Others authors have suggested that individuals make decisions and take assignments that
   provide an opportunity to learn and continuously develop new and existing skills. Jones
   and Defillip distilled six competencies that were possessed by people who successfully
   navigated the boundary careers and network – type of organizations found in the film
   industry, which they argue typify the new career landscape. These competencies are:
   1. Knowing What – Understanding the industry's opportunities, threats, and

requirements

2. Knowing Why – Understanding the meaning, motives, and interests for pursuing a career

3. Knowing More – Understanding the locations and boundaries for entering, training,

and advancing within a career system

4. Knowing Whom – Forming relationships based on attraction and social caital

that will gain access to opportunities and resources

5. Knowing When – Understanding the timing and choice of activities within one 'career

6. Knowing How – Understanding and acquiring the skill and talents needed for

effective performance in assignments and responsibilities

Some of the important steps that could help an individual cross the hurdles on the way

'up' may include:

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is sub-standard, even modest career goals can't be achieved.

b. Exposure: Career development comes through exposure, which implies becoming

known by those who decide promotions, transfers and other career opportunities.

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invaluable help that enables their bosses to come up in life. When the bosses cross

the bridge, they take the key subordinates also along with them. In their own self interest, the subordinate must try to find that winning horse on which he can bet.

h. Expand ability: Employees who are career conscious must prepare themselves for future opportunities that may come their way internally or externally by taking a series of proactive steps-(e.g., attending a training program, acquiring a degree,

updating skills in an area, etc.).

Coach: One who listens, clarifies, probes, and defines employee career concerns

Appraiser: One who gives feedback, clarifies performance standards and job

responsibilities

Adviser: One who generates options, helps set goals, makes recommendations, and gives advice

Referral Agent – One who consults with the employee on action plans and links the employee to available organizational people and resources

Hall offers the following suggestions for HR managers to help individuals fulfill their role as

masters of their own careers:

1. Start with the recognition that each individual owns his or her career
2. Create information and support for the individual's own efforts at development
3. Recognize that career development is a relational process in which the career practitioner plays a broker role
4. Become an expert n career information and assessment technologies
5. Become a professional communicator about your services and the new career contract
6. Promote learning through relationships at work
7. Be an organizational interventionists, that is, someone willing and able to intervene where there are roadblocks to successful career management
8. Promote mobility and the idea of the lifelong learner identity
9. Promote work planning that benefits the organization as a whole, over career planning that is unrelated to organizational goals and future directions
10. Develop the mind set of using natural(existing) resources for development

3. Bring out the steps in career planning and process.

Steps of the career-planning process

Depending on your path, you may complete each step just once, or you may revisit the process to change direction and discover new career options. Here are the chronological stages of the career-planning process:

1. **Self-exploration and assessment**

    You first need to understand your needs, strengths, personality, skills, talents and interests to make informed academic and career decisions. You can determine these items on your own by making a series of lists or through a variety of tests, including:

    Value evaluations, which include factors such as the salary level you desire, whether you prefer frequent interactions with other people or solitude in the workplace, how much you want your work to contribute to society as a whole and how important prestige is to your work and the rest of your life

    Interest evaluations, which gather data about your likes and dislikes regarding a wide array of activities, people and objects. Many interest profilers, including the Strong-Campbell Interest Inventory, match your interests with six types: realistic, investigative, artistic, social, enterprising and conventional. Then, these types are matched with the occupations that fit them best.

Personality evaluations, which often use online surveys like the Myers-Briggs Type Indicator. This test categorizes people into 16 personality types based on the following characteristics: Introversion or Extroversion, Sensing or Intuition, Thinking or Feeling, or Judging or Perceiving. People with some personality types do better in certain occupations than others. For example, an introvert might not enjoy working with other people all day.

2. **Career research**

   After you determine your qualities and aptitudes, you can decide which types of careers you're interested in with research. Start with a list of roles and industries provided by your assessments or compile a list of characteristics in the work environment, responsibilities and advancement opportunities you want in your career. Using those characteristics, determine more roles and industries you may want to consider.

   Start further research by gathering basic information about each of the careers on your list. Look at the general description of each profession, along with general labor market information, such as median salary, common benefits, educational and training requirements and the likelihood of being hired after meeting all the requirements

3. **Career exploration and experimentation**

   After you have narrowed down your list of possible careers, find ways to experience each career in person. Here are some ways you can get a first-hand look at what a role entails:

   Informational interviews: Consider asking a professional in your desired field to sit down with you to answer questions. You can discover the education, training, entry-level roles and other aspects they followed along their career path. An informational interview can also help you build your professional network within your intended industry, which may help your job search process in the future.

   Job shadowing: This activity involves spending a day, a week or another short period observing a professional on the job. You may accompany them to meetings or watch them demonstrate how they complete their typical daily work. You can also ask them questions throughout your time with them to better understand their career path.

   Volunteering: Some organizations may allow you to volunteer for tasks that your ideal role would handle to gain more hands-on

experience. This can also help you determine whether you can enjoy working in that role, industry or type of workplace.

Internships: Consider an internship for more direct field experience. These opportunities are likely to give tasks more relevant to your intended role.

Part-time work: Part-time versions of many jobs may be available with fewer entry-level requirements. You can find them in specific companies that you might consider working for and in assistant-type roles that directly interact with your intended role.

Find a mentor in the industry: Watching an experienced mentor and listening to them talk about the realities of a career can be very informative. You can consider applying their career path choices to your own planning to identify steps that may also work for you.

Courses: If you pursue any form of higher education, consider choosing courses related to possible career choices. These classes can provide you foundational information and training through projects and essays, which can help you understand some of the basics of a career.

4. Decision-making and career selection

Weigh the advantages and disadvantages of all of your options. You will need to consider many factors, including the possible balances between pay and enjoyment, the pros and cons of relocation, and the work-life balance.

5. Final planning and action

Gather all the information you have learned and determine an action plan. This plan should include background information, such as your employment history, education, level of training, volunteer and other unpaid experience. It should also include your professional licenses or certifications, the results of the self-evaluations mentioned in the first section, and career counselor advice you have received.

6. Job search and acceptance

Use your career plan to begin your job search. Identify specific roles and companies you're interested in applying to, and compare those preferences and requirements to your career plan. See if there are steps you still need to take or if you're qualified to apply.

4. How job can be designed to enhance career motivation?

Developing career motivation is a significant goal of effective career management.

According to Manuel London, career motivation affects how people chose their careers, how they view their career, how hard they work in them and how long they stay in them. London sees career motivation as a set of characteristics grouped into three facts: Career Resilience, Career Insight, and Career Identity. Each of these factors is below.

Career Resilience

The extent to which people resist career barriers or disruptions affecting their work.

This consist of self confidence, need for achievement, the willingness to take risks, and the ability to act independently and cooperative as appropriate.

Career Insight

The extent to which people are realistic about themselves and their career and how

these perceptions are related to career goals. This includes developing goals and gaining knowledge of self and the environment.

Career Identity

The extent to which the people define themselves by their work. This includes

involvement in job, organisation, profession and the direction of career goals.

A person can have high, low, moderate level of career motivation depending on his

or her position in each of these categories. For e.g., a person with high career motivation will continue to pursue career goals in the facts of obstacles and setbacks (career resilience), formulating and pursuing realistic career goals (career insight), and be involved highly in work and aggressively pursue career goals (career identity)

While career motivation is partly determined by an individual's life experiences, career activities and practices can help develop a person's career motivation. For example self awareness workbooks and personal journals can be used to build career insight. Because career motivation can affect both decision making and commitment to once career, it would be beneficial to the organisation to offers career development activities to enhance such motivation.

Career motivation can also be important in addressing the issues facing workers who

have lost their jobs due to downsizing and layoffs. London points out those efforts to

redeploy these workers can be more effective if the career motivation issues are addressed, whether the methods are government and community programs to assist unemployed

Methods of increasing Career Motivation

To support Career resilience

☐ Build employees self confidence through feed back and positive reinforcement.

☐ Generate opportunities for achievement.

☐ Create an environment conducive to risk taking by rewarding innovation and

reducing fear of failure.

☐ Show interpersonal concern and encourage group cohesiveness and collaborative

working relationships.

To enhance career insight

☐ Encourage employees to set their own goals.

☐ Supply employees with information which are relevant to attaining their career

goals.

☐ Provide regular performance feedback.

To build career Identity

☐ Encourage worker involvement through job challenge and professional growth.

☐ Provide career development opportunities, such as leadership positions and

advancement potential.

☐ Reward solid performance through professional recognition and financial bonuses.

Have you understood?

1. What is career motivation?
2. Explain career insight, career resilience, and career identity.
3. Why is career motivation important to employees?
4. Explain the methods used to increase career motivation,

UNIT – V
EMPLOYEE COACHING & COUNSELING

Define employee coaching?

Coaching is process of instruction, directing, or prompting .it involves the acquisition of knowledge or skills for the purpose of improving performance, personal

development, or both. It can also be defined is an activity of guiding a manager by a

senior one.

2. Why employee coaching is needed?

☐ To Providing performance feedback to employees (praising, reprimanding, enhancing,

and performance).

☐ To Preparing an employee for promotion or increased responsibility (career development

discussions).

3. What is the role of HR in coaching?

☐ HR practitioners need to understand when coaching is an appropriate and effective

intervention in relation to other learning and development options.

☐ They need to be clear about what the different type of coaching and diagnostic

tools/models are and when is appropriate.

☐ Problem uncovered by the coaching analysis can be solved by using the HRD programs

such as training.

4. Evaluate the skills for effective coaching?

☐ Looking

☐ Listening Empathizing

☐ Questioning

☐ Giving feedback

☐ Intuiting

☐ Checking

5. Write a short note on effective coaching?

Researcher and practitioner are highly interested in evaluating the effectiveness of coaching engagements in order to better understand the coaching process and to determine how coaching engagement can be improved.

6. What is the need for counseling?

☐ Frustration

☐ Conflicts

☐ Stress

7. Explain the role of HR in counseling?
ROLE OF HR IN COUNSELING
☐ Identifying critical ability, skill, and knowledge deficiencies that require further

development.
☐ Developing & implementing an action plan to correct specific performance deviations.
☐ Measuring performance improvement outcomes on his or her progress.
☐ Obtaining understanding and agreement form the employee to correct identified

deficiencies.

8. What are the components of counseling program?
COMPONENTS OF COUNSELING PROGRAMS
1. Be flexible in approach
2. Gain the trust of the employee
3. Extend warmth and friendship
4. Create a positive outlook
5. Derive joy from helping, eliminating, or reducing the stress

9. Write a short note on employee welfare?
Employee welfare is comprehensive term including various services, benefits and
facilities offered to employee by the employer. Through such generous fringe benefits the
employer makes life worth living for employees.

10. Write a short note on employee work stress?
Work stress is the response people may have presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope.

11. What are the consequences of stress?
Work stress can lead to several positive and negative consequences. If the stress is positive the result may be more energy, enthusiasm, and motivation. Of more concern of course are the negative consequences of stress.
☐ Behavioral consequences
☐ Psychological consequences
☐ Medical consequences

12. Explain the techniques of stress management techniques?
Stress management is the ability to maintain control when situations, people, and
events make excessive demands. Managing stress is all about taking charge of
employee's thoughts, emotions, schedule, environment, and the way they deal with
programs.

13. Explain the eastern and western practices of stress management?
☐ Dell inc
☐ Sipera systems inc
☐ Task group
☐ Sum total systems
☐ Direct
☐ Infogain corporation
☐ Xansa
☐ Capegemini

14. Write a short note on self-management?
Self –management also called self-control is the process of empowering an
individual with the minimum knowledge and skills needed in a certain area
time until the
person can recycle that knowledge and skills and so improve on it over
time until he
exercises self-leadership in that particular area.

15. Write a short note on emotional intelligence?
According to john D. Mayer and Peter Salovey, emotional intelligence (EL)
is
'the ability to monitor one's own and other's feeling and emotions, to
discriminate among
them and to use this information to guide one's thinking and actions'.

16. What are the advantages and disadvantages of stress management?
ADVANTAGES
☐ Improves relationship
☐ Improve communication with other
☐ Better empathy skills
☐ Acting with integrity
☐ Respect from others
DISADVATAGE
☐ Time

☐ Testing
☐ Misues
☐ Validity of EI suspected.
Part b
1. What are the different types of employee welfare programmers?

Welfare includes anything that is done for the comfort and improvement of employees
and is provided over and above the wages. Welfare helps in keeping the morale and
motivation of the employees high so as to retain the employees for longer duration. The welfare measures need not be in monetary terms only but in any kind/forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. Labor welfare entails all those activities of employer which are directed towards providing the employees with certain facilities and services in addition to wages or salaries.

Objectives of Employee Welfare Programs

Labor welfare has the following objectives:

1. To provide better life and health to the workers
2. To make the workers happy and satisfied
3. To relieve workers from industrial fatigue and to improve intellectual, cultural and
material conditions of living of the workers.

Features of Employee Welfare Program

The basic features of labor welfare measures are as follows:

1. Labor welfare includes various facilities, services and amenities provided to workers
for improving their health, efficiency, economic betterment and social status.
2. Welfare measures are in addition to regular wages and other economic benefits
available to workers due to legal provisions and collective bargaining
3. Labor welfare schemes are flexible and ever-changing. New welfare measures
are added to the existing ones from time to time.
4. Welfare measures may be introduced by the employers, government, employees
or by any social or charitable agency.
5. The purpose of labor welfare is to bring about the development

Benefits of Employee Welfare Program

Drinking Water: At all the working places safe hygienic drinking water should be
provided.

2. Facilities for sitting: In every organization, especially factories, suitable seating
arrangements are to be provided.

3. First aid appliances: First aid appliances are to be provided and should be readily
assessable so that in case of any minor accident initial medication can be provided
to the needed employee.

4. Latrines and Urinals: A sufficient number of latrines and urinals are to be provided
in the office and factory premises and are also to be maintained in a neat and clean
condition.

5. Canteen facilities: Cafeteria or canteens are to be provided by the employer so as
to provide hygienic and nutritious food to the employees.

6. Spittoons: In every work place, such as ware houses, store places, in the dock
area and office premises spittoons are to be provided in convenient places and
same are to be maintained in a hygienic condition.

7. Lighting: Proper and sufficient lights are to be provided for employees so that they
can work safely during the night shifts.

8. Washing places: Adequate washing places such as bathrooms, wash basins with
tap and tap on the stand pipe are provided in the port area in the vicinity of the
work places.

9. Changing rooms: Adequate changing rooms are to be provided for workers to
change their cloth in the factory area and office premises. Adequate lockers are
also provided to the workers to keep their clothes and belongings.

10. Rest rooms: Adequate numbers of restrooms are provided to the workers with
    provisions of water supply, wash basins, toilets, bathrooms, etc.

Non-Statutory Welfare Programs

1. Personal Health Care (Regular medical check-ups): Some of the companies
provide the facility for extensive health check-up

2. Flexi-time: The main objective of the flextime policy is to provide opportunity to
employees to work with flexible working schedules. Flexible work schedules are
initiated by employees and approved by management to meet business
commitments while supporting employee personal life needs

3. Employee Assistance Programs: Various assistant programs are arranged like
external counseling service so that employees or members of their immediate family
can get counseling on various matters.

4. Harassment Policy: To protect an employee from harassments of any kind,
guidelines are provided for proper action and also for protecting the aggrieved
employee.

5. Maternity & Adoption Leave – Employees can avail maternity or adoption
leaves. Paternity leave policies have also been introduced by various companies.

6. Medi-claim Insurance Scheme: This insurance scheme provides adequate
insurance coverage of employees for expenses related to hospitalization due to
illness, disease or injury or pregnancy.

7. Employee Referral Scheme: In several companies employee referral scheme is
implemented to encourage employees to refer friends and relatives for employment
   in the organization. For the selected candidates, the employee will get incentives

   Employee Health and Safety
☐ Monitor health and safety of employees
☐ Coach employees to be safety conscious
☐ Investigate accidents
☐ Communicate about safety policy to employees
☐ Responsibilities of supervisors/departmental heads:
☐ Provide technical training regarding prevention of accidents
☐ Coordinate health and safety programs
☐ Train employees on handling facilities an equipments

☐ Develop safety reporting systems
   ☐ Maintaining safe working conditions

2. What are the skills required for effective coaching
Coaching Analysis

Coaching Analysis
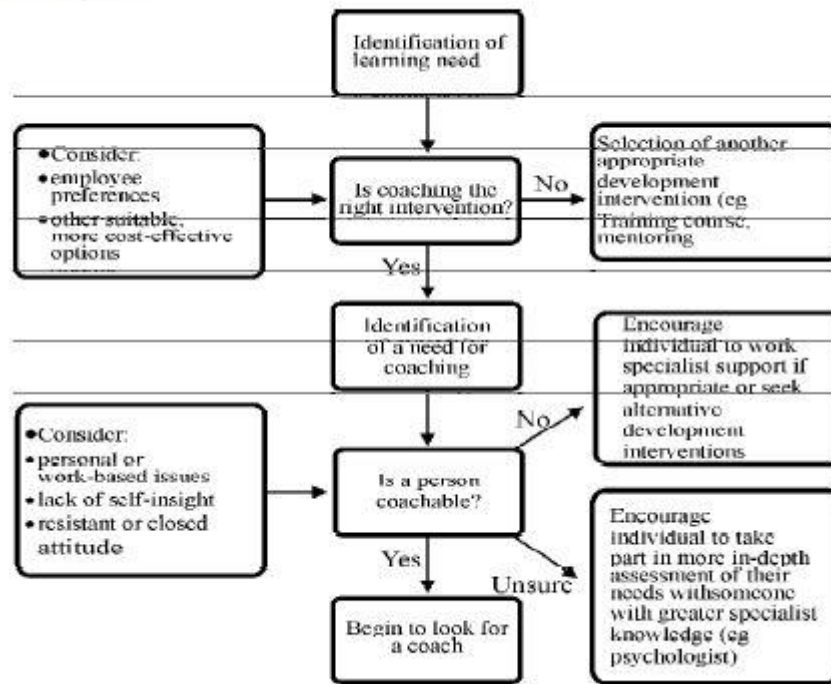
1. Listening
Once the problem is figured out, the employee and the coach can work together to come up with some work-grounds to change "can't" into CAN. As long as the coach is focusing on supplying the solution, the coach is missing all of the employee's specific clues about the reason for poor performance and hence to give an effective coaching the most important skill needed is listening.

2. Rephrasing
Rephrasing is a technique where the coach will try to establish a rapport with the client and make the client to correct his language.
Rephrasing is useful in many ways.
1. To make the client understand that you really listen to him
2. To make the client understand that you care for the problem
3. If there are any clarifications, it can be sought by this way.
4. To make the client to talk in a positive note
5. To help the client focus their thinking in a way that allows them to discover that they most certainly CAN "think straight" with the right skills and focus.

Example

CLIENT: "Today I am crazy! Nothing is going right and I can't even think straight."

COACH: "So today is a day you feel crazy and lots of things are going wrong. You're even starting to question your thinking skills. Let's see if we can figure out the pieces that have made up this state of mind. When you woke up, were you crazy? When was the first thing that started going wrong?"

3. Articulating

Another related skill needed by the coach is articulating. To clear the fuzziness of the client and make them to see a clear picture of the problem, this skill is needed. When the coach can hear the "macro" focus of the communication and ask specific questions that refocus the client away from the "micro" focus that is keeping them running around in circles, the client has the clarity to proceed powerfully.

4. Reframing

This skill is needed by the coach where he reframes the statements the client utters as well as helps the client to reframe their statements. Helping a client to reframe gives them a chance to rethink some of the black-and-white decisions they've made about themselves to help them discover that they are not "Lazy, Stupid or Crazy", but merely stuck, unsure how to proceed, or boggled. This new understanding of themselves and their behaviors gives them the space to come up with a way to transition to a better place.

5. Endorsing

It is important to tell the client what is good about them as many times as possible. Most employees who need are coaching suffer from low self-esteem issues and the coach can make a real difference in their self-perception by reminding them what they do well —or by pointing out that some of the skills that they take for granted are actually rare and valuable.

Example

"You are unusually empathic."

"I love the energy with which you approach life."

"With all the running around in circles that you did today, you actually accomplished more than most people do in a weekend! Just imagine how much you will be able to do as you become more focused in the way you use that energy."

6. Clarifying

The well-trained, well-informed coach can make a huge difference by helping the client to get specific about what they are thinking and feeling and to identify the work related issues, personal issues and choice-based

issues. If the employee can differentiate all these issues, it is easy to get solutions for the performance problems.

7. Contextualizing

Putting the frame around the problem, pointing out the reasons from the client's angle and explaining the real reasons for the problem, conditioning the reasons and adding perspectives are the skills that are associated with contextualizing.

8. Interpreting

Interpreting the comments help the employee to come out with the clear picture of the problem. The tone of the speech, words, the order of words can be interpreted. When the client struggles with a word to express his thoughts the coach can help in interpreting his ideas with some words. By interpreting, the coach could see the beyond the client's paradigms and the coach filters the statements of the client.

9. To draw people out

This can be achieved in many ways like by asking " I think you have something to share". Sometimes a silence for 20 – 30 seconds by the coach also helps the client to come out with the problem.

10. Confidential

The coach should be confidential and trustworthy. As the clients speaks out of his problem, he speaks on the expectation that all information will be kept confidential. At any point of time, the personal information especially his weaknesses should never be spoken out.

11. Conflict handling

This skill is related to objection handling. The coach should be in a position to handle objections effectively. The coach should reflect on the objection for a moment to ensure that he has understood the objection.

12. Tolerance

Sometimes the coaching discussion will turn direction and lead to conflict. During those moments a coach should tolerate the client and breathe relax.

13. Loving

Many of the clients have made the unconscious decision that their behavior makes them innately unlovable. The coaches need to find the lovable portions of every client and coach from that place only. For some of the clients, the absolute feeling of being loved and lovable will be the key to the kind of turnaround that one could see in the lives of many employees all the time.

14. Advising

Sometimes the coach finds themselves actually giving advice to their clients to help them focus. Not every time advice is given. The client is made to come out with suggestions and he is made to pick up the right solution. Only in certain cases advising is used.

3. Define Stress and explain in detail the sources and consequences of stress

Stress at work is a relatively new phenomenon of modern lifestyles. The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. They have touched almost all professions, starting from an artist to a surgeon, or a commercial pilot to a sales executive. With change comes stress, inevitably. Professional stress or job stress poses a threat to physical health. Work related stress in the life of organized workers, consequently, affects the health of organizations.

**The Positive and Negative Effects of Pressure**

Sometimes, however, the pressures and demands that may cause stress can be positive in their effect. This positive stress is called as Eustress. One example of this is where sportsmen and women flood their bodies with fight-or-flight adrenaline to power an explosive performance. Another example is where deadlines are used to motivate people who seem bored or unmotivated.

In most work situations jobs, the stress responses cause one's performance to suffer. This negative stress is called as Distress. A calm, rational, controlled and sensitive approach is usually called for in dealing with most difficult problems at work: Our social interrelationships are just too complex not to be damaged by an aggressive approach, while a passive and withdrawn response to stress means that we can fail to assert our rights when we should.

Pressure Vs Performance

The relationship between pressure and performance is explained in one of the oldest and most important ideas in stress management, the "Inverted-U" relationship between pressure and performance (see Figure 5.3). The Inverted-U relationship focuses on people's performance of a task. The left hand side of the graph is easy to explain for pragmatic reasons. When there is very little pressure on us to carry out an important task, there is little incentive for us to focus energy and attention on it. This is particularly the case when there may be other, more urgent, or more interesting, tasks competing for attention.

The Inverted-U relationship between pressure and performance
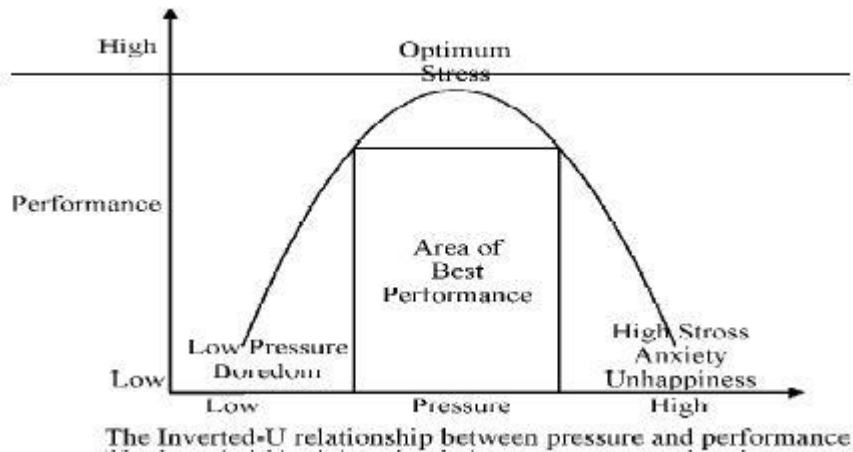
Symptoms of Job Stress

☐ Insomnia
☐ Loss of mental concentration,
☐ Anxiety, stress
☐ Absenteeism
☐ Depression,
☐ Substance abuse,
☐ Extreme anger and frustration,
☐ Family conflict

Causes of Job Stress

- **Job Insecurity**
- **High Demand for Performance**
- **Technology**
- **Workplace Culture**
- **Personal or Family Problems**
- **Job Stress and Women**

4. Explain about the Coaching Process with appropriate examples

Apart from their personal problems, there are various reasons which can create stress
for the employees at the workplace like unrealistic targets or work-load, constant pressure to meet the deadlines, career problems, responsibility and accountability, conflicts or bad inter-personal relations with superiors and subordinates, problems in adjusting to the organizational culture. Counseling helps the employee to share and look at his problems from a new perspective, help himself and to face and deal with the problems in a

better way. Counseling at workplace is a way of the organization to care about its employees.

Benefits of counseling
☐ Helping the individual to understand and help himself
☐ Understand the situations and look at them with a new perspective and positive
outlook
☐ Helping in better decision making
☐ Alternate solutions to problems
☐ Coping with the situation and the stress

Basic requisites of employee counseling
1. Employee Counseling needs to be tackled carefully, both on the part of the
organization and the counselor. The counseling can turn into a sensitive series of
events for the employee and the organization; therefore, the counselor should be
either a professional or an experienced, mature employee.
2. The most important requirement for effective counseling is that the individual to be
given counsel should be interested in developing himself. Superiors usually hold
the view that subordinates do not take sufficient interest in their growth and
development. On the other hand, subordinate allege that they do not feel free to
participate in the process of the review and feedback.
3. Counseling is not one-way process of communicating to the employee what he
should or should not do. It is a process of continuous dialogue directed toward
better understanding of the situation. This presupposes the existence of a general
climate of openness, mutuality and trust.
4. In order to make counseling effective it is necessary that the counselor should have
empathetic attitude towards his subordinates. To put it differently, counseling should
not be considered as a burden or an unpleasant task and practiced halfheartedly

or as a compulsion.
5. Both the superior and the subordinate should whole –heartedly participate in the
goal setting and reviewing of goals and performance. Without such collaboration
counseling would be reckless.
6. The counselor should be flexible in his approach and a patient listener. He should
have the warmth required to win the trust of the employee so that he can share his
thoughts and problems with him without any inhibitions.
7. Active and effective listening is one of the most important aspects of the employee
counseling.
8. Time should not be a constraint in the process.
9. The counselor should be able to identify the problem and offer concrete advice.
10. The counselor should be able to help the employee to boost the morale and spirit
of the employee, create a positive outlook and help him take decisions to deal with
the problem.

Steps in Counseling Process
1. Gather and verify performance information
2. Establish a safe, trusting environment
3. Clarify: Help the person put their concern into words
4. Verify whether the information gathered is true
5. Active listening: find out the client's agenda
Paraphrase, summarize, reflect, interpret
Focus on feelings, not events
6. Make the employee to transform problem statements into goal statements.
7. Make the employee to explore possible approaches to goal
8. Help person choose one way towards goal
9. Develop a plan (may involve several steps)
10. Make a contract to fulfill the plan (or to take the next step)
11. Summarize what has occurred, clarify, get verification
12. Evaluate progress
13. Give feedback
14. Reinforce the employee actions

5. Elaborate on Employee health and welfare programs provided in an organisation.

Objectives of Employee Welfare Programs

Labor welfare has the following objectives:

1. To provide better life and health to the workers

2. To make the workers happy and satisfied

3. To relieve workers from industrial fatigue and to improve intellectual, cultural and

material conditions of living of the workers.

Features of Employee Welfare Program

The basic features of labor welfare measures are as follows:

1. Labor welfare includes various facilities, services and amenities provided to workers

for improving their health, efficiency, economic betterment and social status.

2. Welfare measures are in addition to regular wages and other economic benefits

available to workers due to legal provisions and collective bargaining

3. Labor welfare schemes are flexible and ever-changing. New welfare measures

are added to the existing ones from time to time.

4. Welfare measures may be introduced by the employers, government, employees

or by any social or charitable agency.

5. The purpose of labor welfare is to bring about the development of the whole

personality of the workers to make a better workforce.

Benefits of Employee Welfare Program

The very logic behind providing welfare schemes is to create efficient, healthy, loyal

and satisfied labor force for the organization. The purpose of providing such facilities is to make their work life better and also to raise their standard of living. The important benefits of welfare measures can be summarized as follows:

☐ They provide better physical and mental health to workers and thus promote a

healthy work environment

☐ Facilities like housing schemes, medical benefits, and education and recreation

facilities for workers' families help in raising their standards of living. This makes

workers to pay more attention towards work and thus increases their productivity.

☐ Employers get stable labor force by providing welfare facilities. Workers take

active interest in their jobs and work with a feeling of involvement and participation.

☐ Employee welfare measures increase the productivity of organization and promote

healthy industrial relations thereby maintaining industrial peace.

☐ The social evils prevalent among the labors such as substance abuse, etc are reduced to a greater extent by the welfare policies.

Statutory Welfare Program

The statutory welfare schemes include the following provisions:

1. Drinking Water: At all the working places safe hygienic drinking water should be
provided.

2. Facilities for sitting: In every organization, especially factories, suitable seating arrangements are to be provided.

3. First aid appliances: First aid appliances are to be provided and should be readily assessable so that in case of any minor accident initial medication can be provided to the needed employee.

4. Latrines and Urinals: A sufficient number of latrines and urinals are to be provided in the office and factory premises and are also to be maintained in a neat and clean condition.

5. Canteen facilities: Cafeteria or canteens are to be provided by the employer so as to provide hygienic and nutritious food to the employees.

6. Spittoons: In every work place, such as ware houses, store places, in the dock area and office premises spittoons are to be provided in convenient places and same are to be maintained in a hygienic condition.

7. Lighting: Proper and sufficient lights are to be provided for employees so that they can work safely during the night shifts.

8. Washing places: Adequate washing places such as bathrooms, wash basins with tap and tap on the stand pipe are provided in the port area in the vicinity of the work places.

9. Changing rooms: Adequate changing rooms are to be provided for workers to change their cloth in the factory area and office premises. Adequate lockers are also provided to the workers to keep their clothes and belongings.

10. Rest rooms: Adequate numbers of restrooms are provided to the workers with provisions of water supply, wash basins, toilets, bathrooms, etc.

Non-Statutory Welfare Programs

Many non statutory welfare schemes may include the following schemes:

1. Personal Health Care (Regular medical check-ups): Some of the companies

provide the facility for extensive health check-up

2. Flexi-time: The main objective of the flextime policy is to provide opportunity to employees to work with flexible working schedules. Flexible work schedules are initiated by employees and approved by management to meet business

commitments while supporting employee personal life needs

3. Employee Assistance Programs: Various assistant programs are arranged like external counseling service so that employees or members of their immediate family

can get counseling on various matters.

4. Harassment Policy: To protect an employee from harassments of any kind, guidelines are provided for proper action and also for protecting the aggrieved employee.

5. Maternity & Adoption Leave – Employees can avail maternity or adoption leaves. Paternity leave policies have also been introduced by various companies.

6. Medi-claim Insurance Scheme: This insurance scheme provides adequate insurance coverage of employees for expenses related to hospitalization due to illness, disease or injury or pregnancy.

7. Employee Referral Scheme: In several companies employee referral scheme is implemented to encourage employees to refer friends and relatives for employment in the organization. For the selected candidates, the employee will get incentives.

Issues in Employee Health & Safety

Organizations frame many approaches to ensure health and safety of their employees. But not all of the approaches focus on contribution of both work design and employee behavior to safety. An organizational approach to safety is effective only when both the work design and employee behavior work in coordination towards it. Many organizational and individual issues emerge in management of employee health and safety. They can be summarized as follows

1. Physical Work Settings: The physical settings of work affect the performance of employees to a great extent. Some of these factors include temperature, noise levels, and proper lighting affect job performance. Other work setting factors include size of work area, kinds of materials used, distance between work areas, cubicle arrangement, et al.

2. Sick Building Syndrome: It is a situation in which employees experience acute health problems and discomfort due to the time spent in a building (particularly their workplace). Some factors that lead to sick buildings include poor air quality, inadequate ventilation, improper cleanliness, rodents, stench of adhesives and glues, et al.

3. Ergonomics: The term comes from the Greek word ergon, which means "work,"and "omics" which means "management of." Ergonomics is the

study of physiological,psychological, and engineering design aspects of a job, including such factors as fatigue, lighting, tools, equipment layout, and placement of controls. It is the interface between men and machines. Ergonomics is taken into consideration when designing the workstation for computer operators. Problems of back ache, eye strain and headache arise due to long working hours spent in front of computers.

4. Engineering of Work Equipments and Materials: Accidents can be prevented in a way by proper placements of dangerous machines. Moreover design of such machines and equipment's also plays an important role in safety. Providing safety guards and covers on equipment's, emergency stop buttons and other provisions help in reducing the accidents considerably.

5. Cumulative Trauma and Repetitive Stress: Cumulative trauma disorder occurs when same muscles are used repetitively to perform some task. This results in injuries of musculoskeletal and nervous system. Employees encounter high levels of mental and physical stress also. Accident Rates and Individuals: An individual approach to safe environment helps in reducing the accident rates. This is generally because more problems are caused by careless employees than by machines or employer negligence. A positive attitude towards work environment and other practices promotes employee safety.