



Islamic Republic of Afghanistan

Ministry of higher Education

Nangarhar University

BBA Department



Prepared by: Subhanullah wahidi

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د بشري منابع د مدیریت مفهوم

د بشري منابعو مدیریت په ټولو دولتي ادارو او خصوصي سکتور کې یوه اساسي برخه تشکیلوي.

د بشري منابع د اهدافو څخه یو دادي چې خالي پستونو ته واجد شرایط اشخاص انتخاب شي او د کارکوونکو مهارتونه ته انکشاف ورکړي تر څو هغوی پدی وتوانیږي چې خپل وظایف په سمه توګه تر سره کړي.

دبشري منابع دندې تر ډیره حده په اداري څانګې پورې تړلي وي چې یو لړ خاص مسائل لکه د پر ځای انتخاب، دوګرو او برسونل ارزیاې، د معاشونو د تادېه او داسې نور پر مخ وړي چې په ټولو ادارو کې د تطبیق قابل او پر مخ ځي. دبشري منابعو مدیریت هغه تخنیکونه معرفي کوي چې پواسطه یې سازمان کولی شي دخپل سازمان کارکوونکی اداره کوي.

دبشري منابعو مدیریت اهمیت

Importance of Human Resources Management

په ټوله کې یو سازمان دوه ډوله عمده منابعو ته ضرورت لري او نوري ټولي منابع پري ترلاسه او اداره کیدای شي چې عبارت دی له:

- پانګه
- خلک (بشري منابع)

چې دی دواړه ډوله منابعو ته په کتلو سره کولی شو چې ووايو دبشري منابعو دمدیریت مطالعه دلاندی عواملو له کبله مهمه ده:

1. پواسطه یې سازمان پدی پوهیدلی شي چې مناسبه اندازه کارمندان لري.
2. سازمان پدی پوهیدلی شي چې کارکوونکی یې کومی غوښتنی لري.
3. کارکوونکی پوهیدلی شي چې مدیریت لدوی څه غوښتنی لري،
4. دوخت له ضایع کیدو څخه مخنیوی او یوه موثره استخدام پروسه رامنځته کوي.
5. سازمان او کارکوونکي دخپل سازمان له موخو، قوانینو، مسؤلیتونو او صلاحیتونو څخه خبر شي.

دبشري منابعو مدیریت اهداف

Objectives of Human Resources Management

د نوو کارکوونکو غوره کول، د تشو بستونو اعلانول، د درخواستونو تحلیل او تجزیه، د کار مندانو ارزیابي او په کار گمارل دي.

قابلیتونو او مهارتونو ته وده ورکول دي.

د هر کارکوونکي لپاره د هر بست د کانديد په هکله معلومات ورکول دي.

د معاشاتو حواله کول دي د حاضري له مخي د معاشاتو کسر، افزودي، بخششي او داسي نور...

اخراج (fire)، تعلیق (lay off)، تقاعد (Retirement)، ارتقا (Promotion) او داسي نور...

همدارنگه د پورته مسائلو تر څنگه کارکوونکي پدی پوهول چی کوم کارونه تر سره کړي تر څو سازمان خپلو اهدافو ته په درست او اقتصادي شکل ورسيزي او داسی نور د HRM له موخو څخه عبارت دی.

د بشري منابع د مدیریت عمده وظایف

Main function of human resource management

- 1) Human Resource Planning
- 2) Human Resource Policies
- 3) Staffing
 - A. Recruitment
 - B. Selection
- 4) Compensation, Benefits
- 5) Performance Management (appraisal)
- 6) Training and Development of human resources

دبشری منابعو پلان جوړونه

human resources planning

Human recourse plan is a process to ensure the organization has the right numbers of people at the right time right place to accomplish the goal. OR

Human Resource Planning: دبشری منابعو پلان گذاری

Is the Process of determining an organization's human resources needs.

دبشری منابعو دپلان جوړونی په برخه کی ځینی مهم پلانونه په لاندی ډول دی.

1. Training and development plans
2. Compensation plans
3. Labor relation plans
4. Security and safety plans

ددغه پلان جوړونی وختونه

1. when create a new organization
2. When we want to develop an organization

Step of planning process

1. Organization mission (Explain the goal)
2. determine and assess your resources and assumptions
3. determine what are we now and what do we want to get at future
4. evaluate the alternatives
5. implement the best alternatives

Key Questions in Planning Process

دپلان گذاری په پروسه کی مهمی پوښتنی

How many people are needed?

What skills ,knowledge ,competencies required in future?

Will existing HR meet the needs?

Is further training and development needed?

Is recruitment necessary?

When will the new people needed?

When should training and recruitment start?

If numbers are to be reduced, how should this be handled?

3) Staffing گمارنه

Bring the right person, with the right attitude and skills, in the right place, at the right time is called staffing.

Recruitment اصطلاح تر ډیره حده پوری په نظامی برخی پوری تیر او لری خون سبا په ټولوانتفاعی او غیر انتفاعی سازمانو کی کارول کیږی چی معنی یی په یو سازمان کی شاملیدل (داخلیدل) ده.

Recruitment is the process of finding and attracting capable applicants for employment.

د Recruiting دپروسی دموثریت لپاره باید:

دکاندیدانو یوه ډله موجوده وی.

له مربوطه نوماندانو سره دپروسی په اړه کافی اندازه مفاهمه وشی.

د یو ښه تلاش په تپه پایله کی سازمان کولی شی باتجربه (Qualified) بشری قوه استخدام او ترلاسه کړی.

د Recruiting منابع

Sources of recruiting

هر یو سازمان Recruiting لپاره د مختلفو منابعو څخه استفاده کوي چی په ټوله کی په دوه برخو ویشو شوی د داخلي منابع او بل یی بهرني منابع چی مثالونه یی په لاندی توگه دي.

داخلي تحقیق Internal search

اعلانات Advertisements

دکارکوونکو سپارښتنه Employee referral / recommendation

بنوونیز او روزنیز مؤسسات Educational / training institutions

مسلكي سازمانونه Professional organizations

مؤقت کارکوونکی Temporary employees

ازاد قرارداد کوونکی Independent contractors

او داسی نور

انتخاب B) Selection

انتخاب (selection) له هغه پروسه څخه عبارت ده چې پواسطه یې دیوه ډله کاندیدانو له ډلې ترتولو غوره نوماند ټاکل کیږي کوم چې په recruiting په پایله کې انتخاب شویږي، په selection پروسه کې ډیر تاکید په هغه کس باندې وي څوک چې په حقیقت کې کولی شي دنده ترسره کړي نه داچې د مربوطه دندې د ترسره کولو لپاره ډیر تشویق وي.

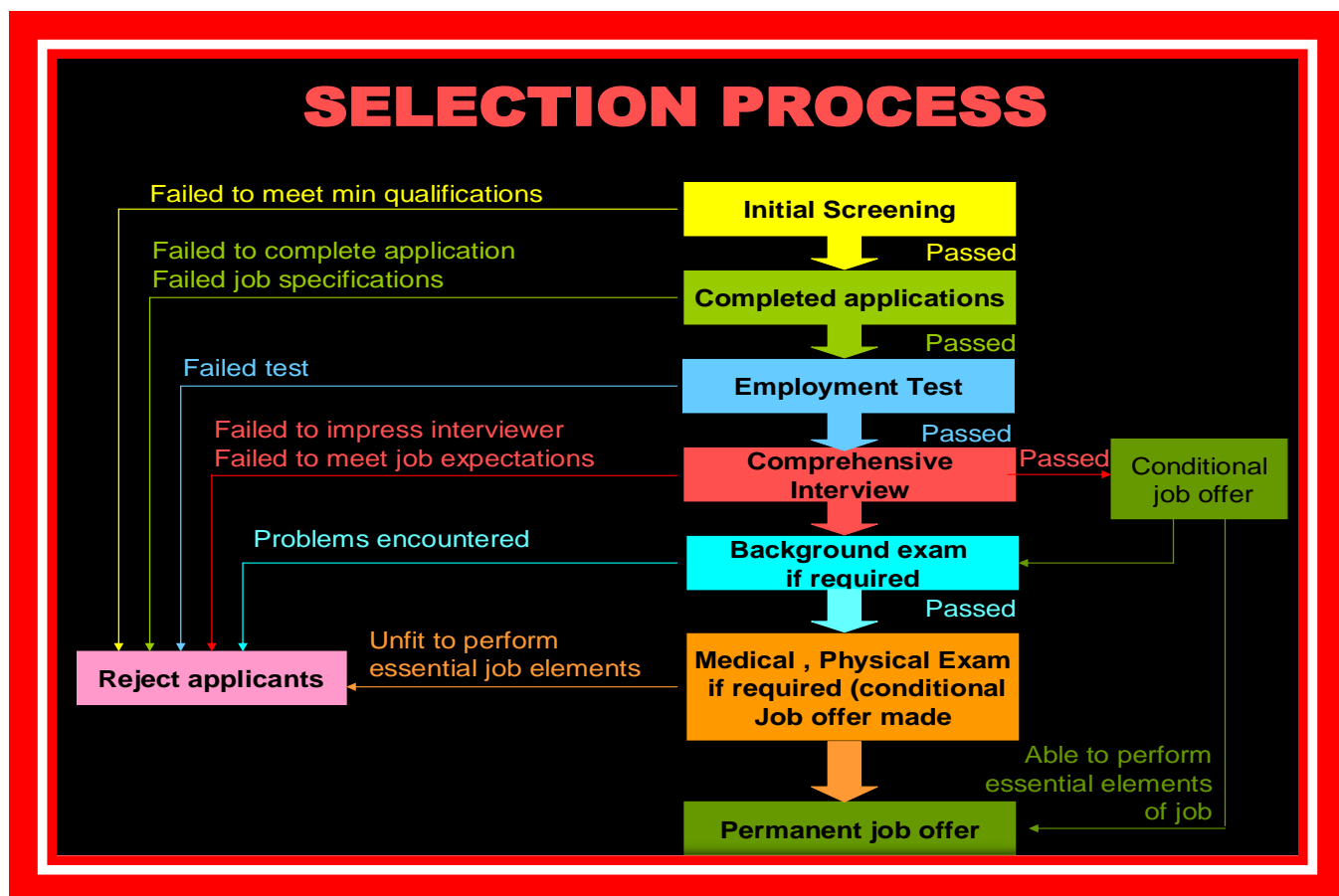
دانتخاب (selection) عمده هدف (purpose) دادی چې تخمین وشي چې دنوماندانو (درخواست کوونکو) ترمنځ ترتولو غوره نوماند کوم یو دی چې وگمارل (hired) شي د selection د پروسې په دوران کې نوماندان باید له دندې او سازمانی اصولو اگاه اوسی.

دبریالی (selection) پروسه گټه داده چې:

- ✓ دکارمندانو دتعویض (replacement) او (training) مصارف راکموي
- ✓ قانونی خنډونه له منځه وړي .
- ✓ دمولدیت (Productivity) سطحه لوړوي.

Selection process

دانتخاب پروسه (مراحل)



لمړنی (سطحي) کتل Initial screening

کتل کیری او هغه اسناد چی له دندی سر مطابق وی جلا او نور یی له جریانہ ویستل کیری دبیلگی په ډول پدی مرحله کی یوازی هغه څوگ ټاکل کیری چی:

بست مطابق کی یی زده کری کری وی

په اړونده برخه کی دکافی تجربی څښتن وی.

B.Completed Application form(ددرخواست د فورمی د تکمیل مرحله)

په دوهمه مرحله کی انتخاب شویو اسنادو CV'S ته چی په لمړی مرحله کی ټاکل شوی دی یا دا چی له اعلان شوی دندی سره مطابقت لری یو ډول ځانگری فورمی ورکول کیری چی

دمربوطه سازمان لخوا تیاری شوی وی او پکی دارونده نوماندانو په اړه ځنی معلومات چی سازمان ورته اړتیا لرلی غوښتل شوی وی دامعلومات ممکن شخصی وی یاداچی دمخکنی دندی، زده کړو او یا هم دنورو برخو په اړه وی ددی فورمو دمعلوماتو له لاری وی سازمان کولی شی داستعداد او زده له لحاظه داروندی دندی لپاره بریالی اشخاص وټاکي لکه: بنوونځی دوره، لوړی زده کړه، مخکنی دندی، معاشات او داسی نور چی ددی فورمو دبیرته جمع کولو وروستی نیټه هم په فورمه کی ذکر شوی وی.

C. Employment test(written test)

په دریمه مرحله کی ټول هغه کسان چی دسازمان لخوا ورکړل شوی فورمی یی ډکی کړی او له ټاکلی مودی څخه یی مخکی تسلیم کړی وی یوه ازموینه اخستل کیری دا ازموینه د employment test په نوم یادیری. پدی ازموینه کی له نوماند څخه په لیکلی بڼه بیلابیلی پوښتنی ترسره کیری ترڅو دهغه عملی استعداد، ادراک، توانایی او نور معلوم کړی پدی ازموینه کی دری ډوله پوښتنی ترسره کیری.

Job related questions

General questions

Conceptual questions

کله چی لدی ازموینی نوماندان بریالی ووځی نو هغوی بلی مرحلی ته معرفی کیری.

D. comprehensive interview جامع مرکه

پدی مرحله له هغه ډله خلک چی له employment test(written test) پروسه څخه بریالی وتلی وی خودځینو معلوماتو، استعدادونو، مهارتونو او نورو مسلکونو دمعلوماتو لپاره چی د written test پواسطه نه معلومیری نوځنی سازمانونه بریالی نوماندان دشفاهی ازموینی لاندی نیسی ترڅو خپل سازمان ته وړ او مناسب اشخاص وټاکي.

چی دا ډول مباحثه کی پوښتنی په دوه ډوله ترتیبیری.

Structured questions: هغه پوښتنی دی چی مخکی له مخکی ترتیب شوی وی او یواځی هماغه پوښتل کیری.

Unstructured questions: هغه پوښتنې دي چې د interview په وخت کې پوښتنل کېږي او له مخکې نه وي ترتيب شوي او داډول پوښتنې ممکن تر ډیره مسلکي، عمومي او ياهم ادراکي وي.

Interview

کاري مرکه

Definition:

An interview is a procedure designed to obtain information from a person through oral response to oral inquiries.

Or:

Is a selection procedure designed to predict future job performance on the basis of applicant's through oral response to oral inquiries.

له هغه رسمي محاورې (خبرواترو) څخه عبارت ده چې پواسطه يې د يو نوماند کارمند ارزيايي ترسره کېږي د کاري مرکې پواسطه سازمان دنوماند کارمند په هکله معلومات ترلاسه کوي.

Types of interview

د مرکې اقسام

د مرکې د اقسامو ویش د بيلابيلو عواملو په اساس کېږي د بيلگې په ډول:

په هغه کې څه ډول پوښتنې ترسره کېږي؟

د سازمان ادارې پرسونل (مرکه کونکي) څه ډول مرکه کوي؟

د دې پوښتنو په پام کې نيولو سره کولی شو ووايو چې د ټاکلو کاري مرکه په دوه ډوله ده. (selection interview)

Structured interview: له هغه مرکې څخه عبارت ده په کومه کې چې له نوماند

څخه د پوښتنو يو ټاکل شوی نوملړ پوښتنل کېږي اوله هغه اضافه هيڅ پوښتنه نه

ترسره کېږي دې ډول مرکې ته مستقیمه مرکه هم وايي.

پدی ډول مرکه کی پوښتنی ممکن په یو کاغذ کی په شماره وار لیکل شوی وی.

Unstructured interview: له هغه ډول مرکی څخه عبارت ده چی په کی له نوماند مرکه کوونکی څخه داسی پوښتنی کیږی کومی چی له مخکی څخه پلان او ترتیب شوی نه وی پدی ډول مرکی ته عمومی مفاهیمه **general conversation** هم وایی ځکه پدی ډول مرکه کی دپوښتنو کوم لړلیک، لارښود **guide line** او یا کومه بله منظمه طریقه نه استعمالیږی، او هر مرکه کوونکی ددی صلاحیت لری چی دخپلی خوښی پوښتنی مطرح کړی.

د مرکی (interview) کوم ډول استعمال ډیر گټور دی؟

د مرکی ډولونو ته په کتو سره ویلی شوچی پدی کی هیڅ شک نشته چی **structured interview** استعمال ډیر گټور دی ځکه چی:

پدی ډول مرکوکی مرکه کوونکی (interviewers) له ټولو نوماندانو څخه یو ډول پوښتنی کوی نومرکه تر ډیره حقیقی (reliable) او مشتمله (valid) وی نو لدی لاری کولی شی چی وراو مناسب اشخاص پیدا کړی همدارنگه هغه مرکچیان چی کمه تجربه ولری هغوی هم کولی شی په ښه شکل سره یی تر سره کړی بل داچی دا ډول مرکه ډیره سنټرډ او قانونی ښه لری.

دکاری مرکی په پروسه کی شامل خلک

People involve in interview

د interview په پروسه کی ځنی لاندی اشخاص شامل وی.

دبشری منابعو متخصص / منیجر **H.R.M specialists / manager**

لوړرتبه اجرائیه هیئت **Senior executive**

Relevant Head of the department (immediate supervisor)

د مربوطه ډیپارتمنت مشر

Expert psychologist متخصص ارواپوه

How to conduct an effective interview

ڇه ڊول کولي شوچي مؤثره مرڪه تنظيم ڪرو

- (1) ددندی په اړه ځان په کافي اندازه پوهول چي دندی لپاره کومي غوښتنی دی.
- (2) دهغه ځانگړتیاوو (خصوصیاتو) دلپست چمتو کول چي ددندی لپاره اړین دی.
- (3) دمرکي لپاره باید پوښتنی او مهمی نقطی یاداشت کړی.
- (4) دترسره ڪرو دندو، لاسته راوړنو او پخوانی دندی دپریښودو دعلت په اړه پوښتنه وکړی.
- (5) دنوماند اسنادوته بڼه پاملرنه وکړی.
- (6) پخوانی تجربی ددندی له غوښتنی سره پرتله کړی.

E. Conditional job offer

پدی مرحله کی بریالی نوماند ته دیوی دنده ورکول کیری ترڅو معلوم شی چي ایا نوموړی یی دترسره کولو استعداد لری یانه.

F. Back ground investigation

ددی څخه مراد دادی چي دهغه درخواست کوونکی په باره کی دهغه تیر ژوند په اړه ځینی معلومات سازمان پیدا کوی چي پدی معلوماتو کی اسناد، هویت، خپلوان، جرمی دوسییه وغیره شامل دی.

G. physical examination

پدی مرحله کی دکارکونکی فزیکي ارزیابی ترسره کیری ترڅو دهغه فزیکي حالت، دکاردفشار دزغملو توانایی اودسازمان له ډیرو سختو حالاتو سره دخان اعیارولوتوانایی لری یانه .

H. Permanent job offer

پدی مرحله کی دکار کونکی په عملی توگه کاری ساحی ته داخل او نورو کارکونکی ته معرفی کیری.

Job analysis

دندى تحليل

Definition: job analysis is the procedure through which an organization determine the duties of a position and the characteristics of those peoples to hire for a position.

دندى تحليل له هغه تگلاری څخه عبارت ده چې پواسطه یې یوسازمان دیوپوست پوری اړوندمسولیتونه، فعالیتونه او هغه ځانگړتیاوی چې پدی پوسټ استخدامیدونکی شخص یې باید ولری معرفی کیری.

یوHRدیوی دندى دتحليل لپاره معمولاً لاندی معلومات باید ارایه کړی.

1. ددندولایحه **Work activities**: پدی برخه کی منیجر بایدداروندی دندى دفعالیتونو په اړه معلومات ترلاسه کړی چې کوم کارونه، کله، ولی او په څه ډول ترسره کولوصلاحیت او مسئولیت لری.
2. **Human behavior** منیجر باید داروندی دندى په هکله پدی پوه شی نوموړی دنده دڅه ډول سلوک درلودونکی شخص ته اړتیا لری لکه: دقوی مفاهیمی مهارت، ادراکی مهارت، ژرتصمیم نیونی توانایی یاداسی نور.
3. ماشین الات، وسایل، تجهیزات او نورکاری سامان باید تحلیل شی.

Job Analysis Methods

دندى دتحليل میتودونه

1. د مشاهده کولو طریقہ the observation method

له هغه طریقې څخه عبارت ده چې پکی دیو سازمان کارکونکی په کارى ساحه کی دتحليل او ارزیابی لاندی نیول کیری ممکن یویاڅو کارکونکی دنمونی په توگه یا داچې ټول کارکونکی له ارزیابی لاندی ونیول شی. عملی مشاهده میتود په هغه وخت کی گټورتمامیری کله چې درانده اوفزیکى توگه کارونه ترسره کیری لکه دتیبی سطحی کارمندان او مامورین چی ادارى کارونه ترسره کوی نو دهغوی دکارونه ارزیابی لپاره بڼه طریقہ ده خوکه کارونه تر ډیره دماغی ډول ترسره کیری نو دمشاهدی میتود دومره گټورنه تمامیری لکه دیو انجنیر، حقوق پوه او داسی نور کارونه.

2. دمرکی میتود interview method

پدی طریقہ کی منیجران مستقیماً خپل کارکونکی دمرکی له لاری ارزیابی کوی یعنی له هغوی سره دخپل صلاحیت، مسولیت او کارى ساحى په اړه خبری کوی دا ارزیابی په دوه ډوله ترسره کیری.

انفرادی مرکه

گروپی مرکه پدی ډول ارزیابی کی تردیره هغه کارکونکی چی یوشان دندی ترسره کوی په گروپی ډول ارزیابی کیږی.

3. پوښتنیز میتود Questionnaire method

دندی دتحلیل لپاره یو بل میتود دکارکونکو دصلاحیتونو او مسولیتونو په اړه دمعلوماتو دتر لاسه کولولپاره دپوښتنیزو فورمو ترتیب او کارکونکو ته ورکول دی دا طریقه ددندو دتحلیل ترتیلولوارزانه او اسانه طریقه ده کومه چی ډیر لږ وخت ته اړتیا لری.

4) Compensation and benefits

مزد او نوری گتی

Compensation: its mean gave some payment to employee after the specific time.

ددی څخه مراد دپیسو ورکول دي کارکونکی ته وروسته دیوخاص وخت نه

Benefits: it's mean to give something to employee for that purpose to motivate with the job and go a hit and achieve the goal easily

ددی څخه مراد دکارکونکی ته خدمات ورکول دی لکه: ترانسپورت مصارف او اسانتیا، داوسیدنی کوراو داسی نور

Safety and health:

Safety: it's too benefits to the employee organization. Like Security

داهم یوه فایده ده چی دادری لخوا کارکونکی ته ورکول کیږی لکه: ګارد،

Health: it's too benefits to the employee in the organization. Like health insurance, transportation

داهم یوه فایده ده چی داداری لخوا کارکونکی ته ورکول کیږی لکه: دصحت بیمه او ترانسپورت ...

5) Performance appraisal دکرنو ارزیابی

دکرنو ارزیابی له هغه میتود څخه عبارت دی چی پواسطه یی دیو کارکونکی د دندی یا کرنی ثبت او ارزیابی کیږی، یا په بل عبارت سره ویلی شو چی:

Performance appraisal is evaluating of an employee's current or past performance relative to his or her performance standards.

دکړنو ارزيايي ديو کارکونکي دکړنو دمعیار په پام کی نیولو سره دهغه داوسنی او تیریو کړنو ارزيايي ده.

دکړنو دارزيايي performance appraisal لپاره باید لاندی کارونه ترسره شی.

1. دکارونو لپاره دمعیار ټاکل

2. دکارکونکو دکړنو ارزيايي له دغه معیارونو سره

3. دارزيايي په پایله کی کارکونکو ته دپایلی feed back (مکافات او مجازات) ورکول تر هغوی تشویق شی او یا خپلی نیمگړتیاوی له منځه یوسی.

دکړنو ارزيايي اهمیت

Importance of performance appraisal

دکړنو ارزيايي دلاندی عواملو له امله مهمه ده

1. دمکافات او مجازاتو اصل عملی کیدل

2. دنیمگړتیاوو له منځه وړل یا راکمول

3. دپلانونو په سمه توگه عملی کیدل

4. دکارمندانو په اړه دمعلوماتو ترلاسه کول

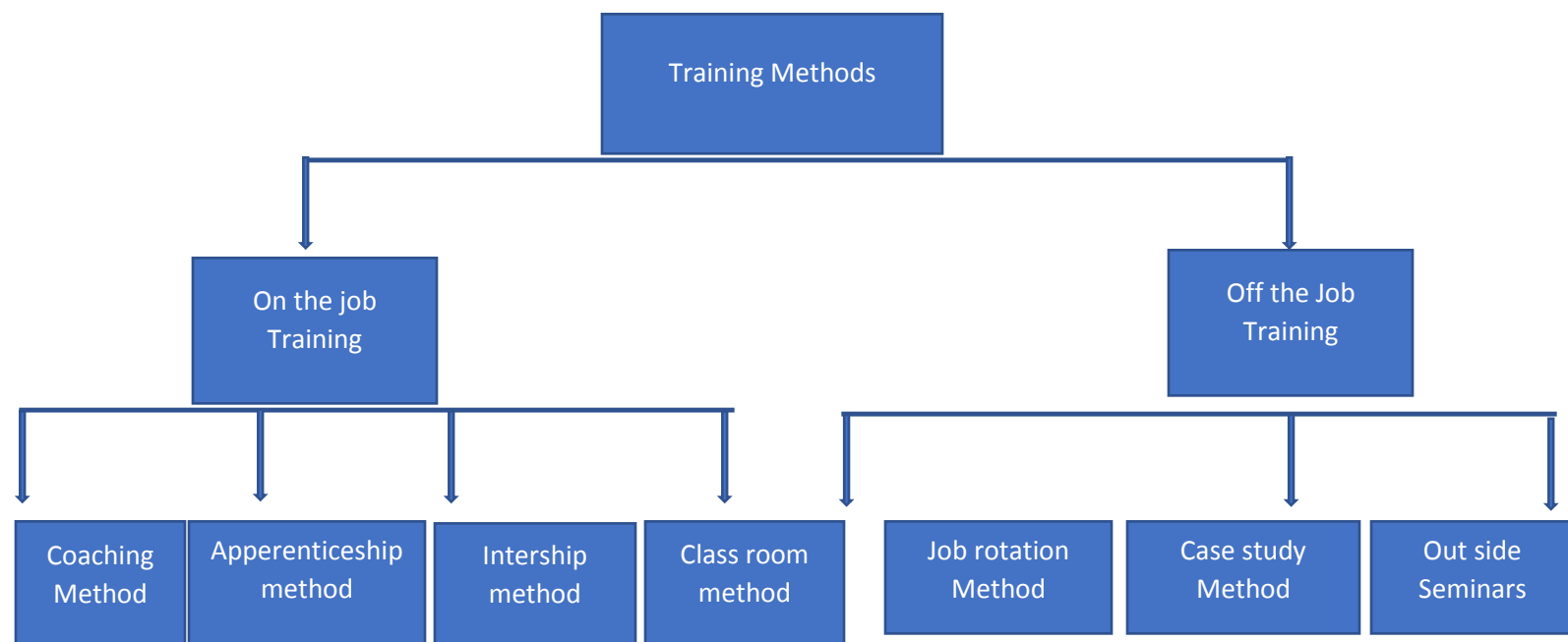
5. دکارکونکی داداره کولو په پروسه کی دبشپړونکی رول

6) Training and Development

بڼوونه او پرمختگ

Training: is the basic learning of skills to the employee in organization.

Development: learning of most practical skills and experiences on the job in organization.



دندى په جريان كى زده كړى : on the job training :

له هغه ميتود څخه عبارت دى په كوم كى چى يو كاركوونكى ته دخپلى دندى په جريان كى چى له مخكى په سازمان كى ترسره كوى زده كړى ورکول كيرى چى لاندى ميتودونو پواسطه ترسره كيرى.

Classroom method: كاركوونكى ته دصنف په شكل زده كړه وركول

Apprenticeship method: له هغه ميتود څخه عبارت دى چى په هغه كى تجربه كار كاركوونكى ديو تركيب په ډول راجمع او زده كړى او تجربى سره تبادلله كوى

Intership method: دنوى اوزروكاركوونكو ترمنځ بحث اومباحثى ته وايي .

Coaching method: پدى ميتود كى يو تجربه كار ترينير يابو مسلكى شخص كاركونكو ته زده كړى وركوى.

له دندی بهر زده کړی off the job training

Job rotation method: له هغه میتود څخه عبارت دی چې په هغه کې کارکوونکی په بیلابیلو ډیپارتمنتونو ګرځول کېږي او دبیلابیلو دندو په اړه زده کړی ورکول کېږي.

Case study method: له هغه میتود څخه عبارت دی چې پواسطه د سازمان لخوا د یوې ستونزې په هکله لیکلې معلومات کارکونکو ته ورکول کېږي او دهغوی د تجربو له مخې ورته د حل لاره موندل کېږي.

Out side seminars: له هغه میتود څخه عبارت دی چې په هغه کې کارکوونکو ته د سازمان لخوا په بهر کې په تعلیمي اداراتو، تحقیقي مراکزو کې سمینارونه جوړېږي او هغوی ته زده کړی ورکوي.

په مرکه کې ځنی مثبت او منفي اړخونه

په مرکه کې منفي اړخونه	په مرکه کې مثبت اړخونه
مرکی ته ناوخته راتل	په ټاکلې وخت حاضریدل
له موضوع څخه بهراوې ځایه ځوابونه ورکول	پوښتل شوی سوال ته مناسب ځواب ورکول
په مرکه کې په تریو تندي کیناستل	ارامه او پراخه تندي کیناستل
ځان هرکاره معرفي کول	مرکه کوونکی ته مخامخ کیناستل
دخپل پخوانی امر بد ویل	له خپلې پخوانۍ دندې رضایت ښودل

Introduction to HRM

Employees are the most Important Assets of the Organization.

- ✓ The quality and effectiveness of the organization is determined by the quality of the people that are employed.
- ✓ Success for most organizations depends on finding the employees with the skills to successfully perform the tasks required to attain the company's strategic goals.

Definition of Human Resources

- People at work at different levels and departments of the organization plus inherent abilities, acquired knowledge, and skills as exemplified in their talents and aptitudes.
- Personnel, people at work, Human assets, Human Capital.

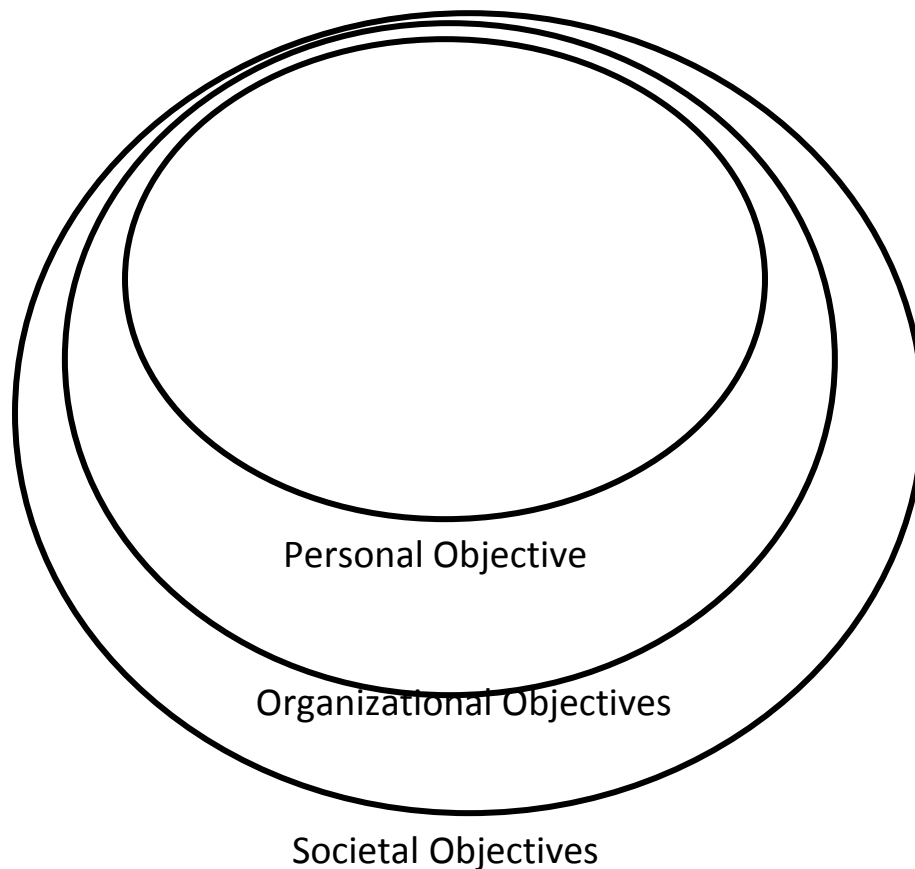
Definition of HRM

- Scott, Clothier and Spiegel: Have defined HRM as that branch of management which is responsible on a staff basis for concentrating on those aspects of operations which are primarily Concerned with the relationships of management to employees and employees to employees and with the development of the individual and the group.
- HRM is concerned with people at work and with their relationship within an organization (British Institute of personnel Management)
- French Wendell, defines: Human resources management as the recruitment, Selection, development, utilization, Compensation and motivation of human resources by the organization.
- Human resource management includes all the activities used to attract an retain employees and to ensure that they perform at a high level in meeting organizational goals.
- Human resource management is the effective use of human resources in order to enhance organizational performance.
- The management function that is concerned with getting, training, motivating, and keeping competent employees
- **According to Edwin B. Filippo: (American Management Association)**

Human Resource Management is that field of management which has to do with planning, organizing and controlling various operative functions of procuring, developing, maintaining and utilizing a work force in order that

- (a) the objectives for which the company is established are attained as efficiently and economically as possible;
- (b) the objectives of all levels of personnel are served to the highest degree; and
- (c) the objectives of the community are duly considered and served.”

Objective of HRM



Personal Objective:

- ✓ It is concerned with the optimum utilization of the human resources within and organization.
- ✓ It is concerned with the creation of conditions in which each employee is encouraged to make his best possible contribution to the effective working of the undertaking.
- ✓ It is also concerned with the development of the sense of mutual respect and trust between management and workers through sound relations.
- ✓ It endeavors to increase the productive efficiency to the workers through training, guidance and counseling and
- ✓ It tries to raise the morale of the employee.

Organizational Objective:

- ✓ To recognize the role of HRM in bringing about organizational effectiveness.
- ✓ HRM is not an end itself. It is only a means to assist the organization with its primary objectives.
- ✓ Simply stated, the department exist to serve the rest of the organization.

Societal Objectives:

- ✓ To be ethically and socially responsible to the needs and challenges of the society while minimizing the negative impact of such demands upon the organization.
- ✓ The failure of organizations to use their resources for the society's benefit in ethical way may lead to restrictions.
- ✓ For example, the society may limit HR decisions through laws that enforce reservation in hiring and laws that address discrimination, safety or other such areas of social concern.

JOBS OF HR

Human resource management is mainly concerned with...

- Balancing the supply of employees with the demand for the employees.
- Matching the talent and skills of employees with those required by the organization.
- Creating a working environment
- Meeting the pay and benefits needs of employees

AREA OF HR

HRM deals with the four areas of organization

- To select the employee**
- To train the employees**
- To motivate the employee**
- To retain the employees**

Nature of HRM

Human Resource Management is a process of bringing people and organizations together so that the goals of each are met. The various features of HRM include:

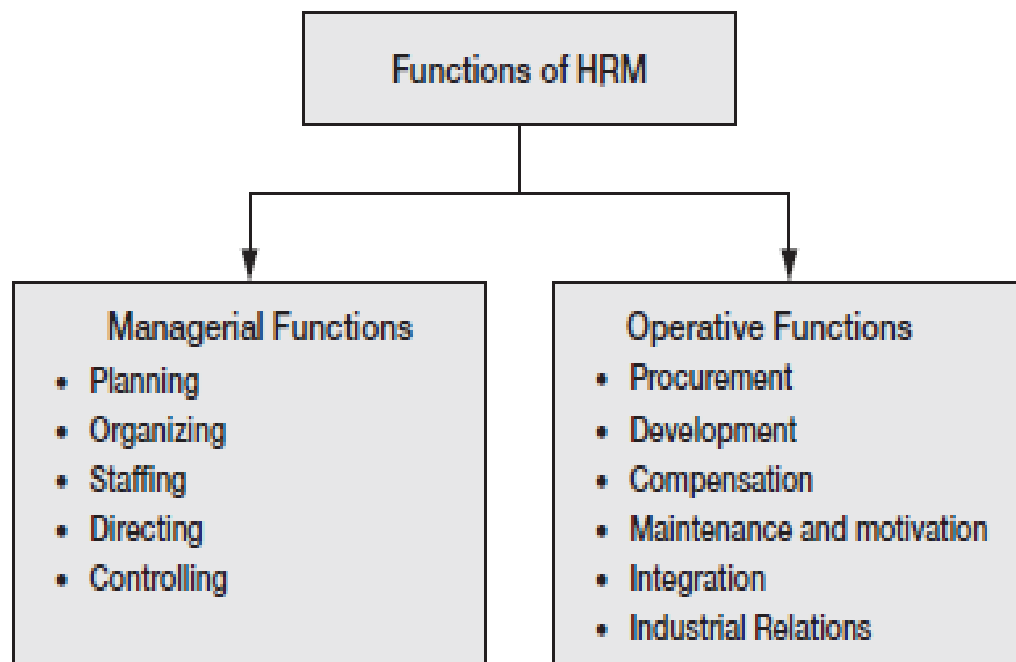
- It encourages employees to give their best to the organization.
- Its focus is on results rather than on rules.
- It tries to help employees develop their potential fully.
- It is all about people at work, both as individuals and groups.
- It tries to put people on assigned jobs in order to produce good results.
- It helps an organization meet its goals in the future by providing for competent and Will motivated employees.

- It tries to build and maintain cordial relations between people working at various Levels in the organization.
- Inherent Part of Management performed by all the managers throughout the organization rather than by the personnel department only
- Basic to all Functional Areas production management, financial management, and marketing management
- People Centered: HRM is people centered and is relevant in all types of organizations. (personnel from top to the bottom)
- Personnel Activities or Functions: HRM involves several functions concerned with the management of people at work. It includes manpower planning, employment, placement, training, appraisal and compensation of employees
- Continuous Process
- Based on Human Relations: HRM is concerned with the motivation of human resources in the organization. Every person has different needs, perceptions and expectations.

Functions of Human Resource Management

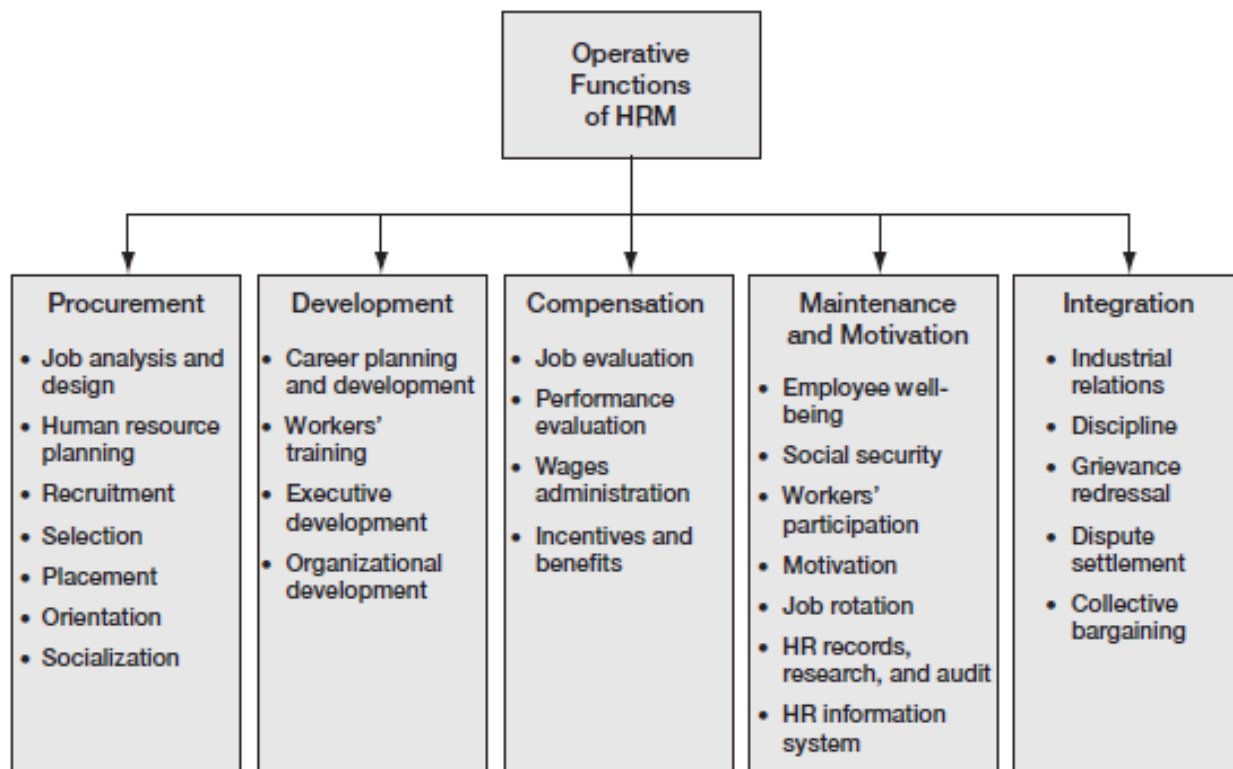
(a) Managerial Functions and

(b) Operative Functions



1. Planning: Determining in advance personnel requirements, personnel programs, policies etc. (how many and what type of people)
2. Organization: Organize the operative functions by designing structure of relationship among jobs, personnel and physical factors in such a way so as to have maximum contribution towards organizational objectives. Personal Manager
 - (a) preparation of task force;
 - (b) allocation of work to individuals;
 - (c) integration of the efforts of the task force;
 - (d) coordination of work of individual with that of the department.
3. Directing: Directing is concerned with initiation of organized action and stimulating the people to work.
4. Controlling: data for establishing standards, makes job analysis and performance appraisal, etc. Techniques assist in effective control of the qualities, time and efforts of workers.

(b) Operative Functions



1. Procurement of Personnel: Obtaining of the proper kind and number of personnel necessary to accomplish organization goals
2. Development: 4 activities
 - (a) employee development (developing skills of the employee)
 - (b) management development (enhancement of conceptual abilities and improving knowledge acquisition of employees)
 - (c) organizational development (concerned with planning and managing change)
 - (d) career development (matching the long-term goals of the individual employee and the organization)
- 3 Motivation
- 4 Maintenance: working conditions, benefits and services
5. Record Keeping: collects and maintains information about staff
6. Personnel Planning and Evaluation:

Importance of HRM

1. It helps management in the preparation, adoption and continuing evolution of personnel programs and policies.
2. It supplies skilled workers through scientific selection process.
3. It ensures maximum benefit out of the expenditure on training and development and appreciates the human assets.
4. It prepares workers according to the changing needs of industry and environment.
5. It motivates workers and upgrades them so as to enable them to accomplish the organization goals.
6. Through innovation and experimentation in the fields of personnel, it helps in reducing costs and helps in increasing productivity.
7. It contributes a lot in restoring the industrial harmony and healthy employer-employee relations.
8. It establishes mechanism for the administration of personnel services that are delegated to the personnel department

OBJECTIVE OF HR

To help the organization reach its goals.

- To ensure effective utilization and maximum development of human resources..
- To achieve and maintain high morale among employees.
- To provide the organization with well-trained and well-motivated employees.
- To increase to the fullest the employee's job satisfaction and self-actualization.
- To develop and maintain a quality of work life.
- To be ethically and socially responsive to the needs of society.
- To enhance employee's capabilities to perform the present job.
- To inculcate the sense of team spirit, teamwork and inter-team collaboration.

Qualities of an HR manager

- Knowledge
- Intelligence
- Communication skills
- Objectivity and fairness
- Leadership and motivational qualities
- Emotional maturity and
- Empathy

Challenges of HRM

- A. Environmental Challenges
- B. Organizational Challenges
- C. Individual Challenges

A- Environmental Challenges

Environmental challenges refer to forces external to the firm that are largely beyond management's control but influence organizational performance.

Six important environmental challenges today are:

- a) Rapid change,
 - b) Work force diversity,
 - c) Globalization,
 - d) Legislation ,
 - e) Technology
 - f) Skill shortages and the rise of the service sector
- a) **Rapid Change:** Many organizations face environment in which change is nearly constant. If they are to survive, they need to adapt to change quickly and effectively. Human resources are almost always at the heart of an effective response system.
- b) **Globalization.:** One of the most dramatic challenges facing as they enter the twenty-first century is how to compete against foreign firms both domestically and abroad. Many companies are already being compelled to think globally, something that doesn't come easily to firms long familiarized to doing business in a large and expanding domestic market with foreign competition. Human resources can play a critical role in a business's ability to compete head-to-head with foreign producers.
- c) **Workforce Diversity :**Any difference among people e.g cultures, religious, languages, education, skills, ages and genders etc of the labors or employees in the organization. Diversity simply refers to human characteristics that make people different. It means how to handle all the above diversities of labors efficiently and effectively which is a challenge to the HR Managers.
- d) **Legislations :**Government legislations are other challenges to the HRM because with time to time government changes its policies and HR Managers are compelled to keep themselves maintained with these changes.
- e) **Technology :**The world has never before seen such rapid technological changes as are presently occurring in the computer and telecommunications industries.
- f) **Skill Shortages and the Rise of the Service Sector** Unfortunately, most available workers will be unskilled . Even now, many companies complain that the supply of skilled labor is short and that they must provide their employees with basic training

- 1) Globalization.
- 2) Labour Unions
- 3) Government legislations
- 4) Economic Conditions:
- 5) Location of the organization:
- 6) Workforce Diversity:
- 7) Technology

B- Organizational Challenges

Organizational challenges refer to concerns that are internal to the firm.

(1) Organizational Strategy: A strategy is a comprehensive plan used for the accomplishment of the overall organizational goals is called strategy. An HR Manager needs to be very careful in recruiting and selection process because he has to select the right staff for the right jobs available within the organization to accomplish organizational goals with the help of Strategies made by top level managers..

(2) Organization Culture: Sometimes, an organization environment is converted into a culture where employees work in a friendly manner; here HR managers are not able to make some changes in this environment regarding their employees' training programs, compensation system, promotions, transfers, demotions and separation etc. So this culture is a challenge for the HR Department, but this challenge is controllable

3) Work Group: Work groups are basically generated by itself in the organizations and they demand for their own rights, wants or needs to be fulfilled. So this is a challenging position for the HR Managers to meet all the requirements of the work groups.

- 1) Strategies (comprehensive plan achieve overall org. goals, right people)
- 2) Organization Culture
- 3) Work Group
- 4) Contribution to the success of organizations (ethical and socially responsible way)
- 5) Competitive position (cost, quality, and distinctive capability)

- 6) Decentralization
- 7) Downsizing (Lowering cost (manufacturing in smaller amounts, reducing number of employees)
- 8) Organizational restructuring
- 9) Technology

C – Individual Challenges

Skill of Human Resource Manager

1. **Human Resource Man as an Intellectual:** command over the language (communicate, articulate, understand)
2. **Human Resource Man as an Educator** (not only provide opportunities for his employees to learn, get the required training and assimilate new ideas but also he himself should be a teacher)
3. **Human Resource Man as a Discriminator** (discriminate between right and wrong, which is just and unjust and merit and non-merit)
4. **Human Resource Man as an Executive** (He has to streamline the office, tone up the administration and set standards of performance)
5. **Human Resource Man as a Leader**
6. **Human Resource Man as a Humanist**
7. **Human Resource Man as a Visionary**

Second Chapter

Planning?

HR Planning?

Human Resources Planning

- Human Resources planning is a process by which an organization ensures that

- It has the wright number and kind of people
- At the wright place
- At the wright time
- Capable of effectively and efficiently completing those tasks that will help the organization achieve its overall strategic objectives.
 - Coleman has defined HR Planning as the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organization.

- **Need and Importance of HR Planning**

- **Objective of HR planning**

The major objectives of Human Resources planning in an organization are to:

- 1- Ensure optimum use of human resources currently employed
- 2- Assess or forecast future skill requirements of the organization's overall objectives
- 3- Provide control measure to ensure availability of necessary resources when required.
- 4- Control the cost aspect of human resources
- 5- formulate transfer and promotion policies

Steps in HR planning

- 1- Assessing Current Human Resources
- 2- Meeting future Human Resources Needs

1-Assessing Current Human Resources

- HR Planning starts with determining the current status of human resources. This is an internal analysis of the manpower available within the organization. It includes an inventory of the people and the skills available. A comprehensive job analysis is mandatory to understand the jobs and the skills required for each.

- The inventory includes a list of names of employees on the rolls, their education, training, prior employment, capabilities, and special skills.
- This inventory is useful in determining (Skills available, new opportunities, selection, training and executive development, transfers, promotions, career planning and management.).
- The human resources inventory provides crucial information for identifying current and future manpower problems.

Job Design

Job Design: Before the concept of job design, a worker has to work on huge scale having no limits and specific duties. As every worker has limited efficiency, so bundle of work result bad performance. To clear out duties of every worker, the concept of job design has been introduced.

Job design is basically the contents and contexts of a job. Historically, jobs were not designed but were evolved. according to his will and interest. This will increase the productivity. Job design is based on theory.

Job Analysis

A start point for identifying is to first understand what are all the jobs available in organization and the knowledge, skills and abilities required for each. This is possible Through a good job analysis. Let us see what it is?

Job Analysis

Job analysis is a process of identifying, analyzing, and determining the duties, responsibilities, skills, abilities, and work environment of a specific job. These factors help in identifying what a

job demands and what an employee must possess in performing a job productively.

Job analysis helps in understanding what tasks are important and how to perform them. Its

purpose is to establish and document the job relatedness of employment procedures such as selection, training, compensation, and performance appraisal.

The following steps are important in analyzing a job:

- ✓ Recording and collecting job information
- ✓ Accuracy in checking the job information
- ✓ Generating job description based on the information
- ✓ Determining the skills, knowledge and skills, which are required for the job

The immediate products of job analysis are job descriptions and job specifications.

✓ Job Analysis

- ✓ Job analysis defines clearly the jobs within the organization. The behavior needed to perform these jobs is also identified. Job analysis obtains information about all jobs in the organization. This information is used to develop job description, job specifications and to conduct job evaluation. These are useful to identify individuals suitable for recruitment. It also provides information about training needs of employees. It is valuable for performance appraisal, career development and Compensation administration. A good job analysis provides up-to-date, accurate information on the tasks, duties, scope and position of employees.

Job Analysis

Job Analysis is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. Job Analysis is a process where judgments are made about data collected on a job.

Job analysis which is also called job review or job classification, is a systematic exploration of the tasks, duties, responsibilities and accountabilities of a job. The process of job analysis involves collection of background information, selection of representative jobs to be analyzed, collection of job analysis information, development of a job description and job specification

Methods of Jobs Analysis

Generally an organization obtains job related information by making use of the following methods.

(1) Observation: The observation method requires the job analyst to visit the work place and watch the contents (duties involved) and context (environment) of a given job.

(2) Questionnaire: The second method is questionnaire.

In the questionnaire method, the employees are given a detailed list of questions pertaining to their duties, the material and the tools they use, the working conditions and their qualification etc

(3) Interview: Many organizations conduct interview and employ job experts who interview (face to face interaction) employees and/or their supervisors in order to obtain all the pertinent information for successful job analysis.

4) Daily Diary: According to the daily diary method, employee records his daily activities throughout a day. If he done the job sincerely then no need of questionnaire.

5) Checklist: Checklist is generally used by large business organizations. The experts who are going to prepare a checklist for each job must have enough information to prepare a successful checklist. Such information can be obtained from supervisors and other workers related with the job.

6) Conference of Experts: Conference of experts is another technique for job analysis. Experts collectively put their energies for obtaining information regarding the job. Supervisors, staff men, workers are not practically involved, so there is lack of familiarity with the job details and complexities.

Job Description & Specification

Job Description: Job description is a statement indicating what a job entails and what a job is. It is a profile of a job. It is a written statement of what a jobholder does, how it is done, and why it is done. It is a list of the general tasks, or functions, and responsibilities of a position. It includes a little summary and duties, machines and equipment uses, tools, materials, and working conditions etc.

Job Specification: Job specification is a statement of employee characteristics and minimum acceptable qualifications.

Job Description

Job description is a written record of the duties, responsibilities and requirements of a particular job. It is Concerned with the Job itself and not with the work. It is a statement describing the job in such terms as its title, location, duties, working conditions and hazards. In other words, it tells us what is to be done and how it is to be done and why.

It is a standard of function, in that it defines the appropriate and authorized contents of a job.

1. Job Identification (Job title, alternative title, department division, plant and code number of the job)

2. Job Summary

3. Job Duties

4. Relation to other Jobs

5. Supervision

6. Working Conditions (Cold, heat, dust, wetness, moisture, fumes, odour, oily conditions)

job description is an important document, which is descriptive in nature and contains the final

statement of the job analysis. This description is very important for a successful recruitment process.

Job description provides information about the scope of job roles, responsibilities and the

positioning of the job in the organization. And this data gives the employer and the organization

a clear idea of what an employee must do to meet the requirement of his job responsibilities.

Job description is generated for fulfilling the following processes:

- ✓ Classification and ranking of jobs
- ✓ Placing and orientation of new resources
- ✓ Promotions and transfers
- ✓ Describing the career path
- ✓ Future development of work standards

A job description provides information on the following elements:

- ✓ Job Title / Job Identification / Organization Position
- ✓ Job Location
- ✓ Summary of Job
- ✓ Job Duties
- ✓ Machines, Materials and Equipment
- ✓ Process of Supervision
- ✓ Working Conditions
- ✓ Health Hazards

Job Specification

The job specification indicates the minimum qualifications that the jobholder must possess to perform the job well. It identifies the knowledge, skills, and abilities needed to do the job effectively.

1. Physical characteristics, which include health, strength, endurance, age-range, body size height, weight, voice, eye, hand and foot co-ordination.
2. Psychological characteristics or special aptitudes which include such qualities as manual dexterity, mechanical aptitude, ingenuity, judgment, resourcefulness, analytical ability and mental concentration.
3. Personal characteristics traits of temperament such as personal appearance. Good and pleasing manners, emotional stability, leadership, cooperativeness, initiative and drive skill in dealing with others.
4. Responsibilities which include Supervision of others, responsibility for production, process and equipment, responsibility for the safety of others, responsibility for generating confidence and trust, responsibility for preventing monetary loss.
5. Other features of a demographic nature, which are age, sex, education experience and language ability.

Job specification focuses on the specifications of the candidate, whom the HR team is going to

hire. The first step in job specification is preparing the list of all jobs in the organization and its

locations. The second step is to generate the information of each job.

This information about each job in an organization is as follows:

- ✓ Physical specifications
- ✓ Mental specifications
- ✓ Physical features
- ✓ Emotional specifications
- ✓ Behavioral specifications

A job specification document provides information on the following elements:

- ✓ Qualification
- ✓ Experiences
- ✓ Training and development
- ✓ Skills requirements

- ✓ Work responsibilities
- ✓ Emotional characteristics
- ✓ Planning of career

Meeting future Human Resource Needs

Future human resources needs are determined by the organization's mission, goals, strategies. Demand for employees.

is a result of demand for the organization's products or services.

Five basic ways

1. Historical comparison

In this technique, past trends are used to project the future. Trends are meaningful when organizations are exposed to stable condition. Yet in a dynamic competitive environment past trends may not provide an accurate predication of the future.

2. Expert committee

In this approach, experts familiar with employment trends estimate the organization's future needs. These estimates are based on their experience and judgment of the future prospects of the organization.

3. Correlation

Human resources requirements are observed to fluctuate in the same pattern as some other variable(For example demand). It is possible to the demand.

4. Modeling

Decisions models, more particular quantitative ones, can be used for demand forecasting. Linear programming are used widely to predicate human resources requirements. These models consider the relationship between a number of variables.

5. Task Analysis

Each job is analyzed to determine tasks or duties expected of it. It clearly identifies what needs to be done on the job. This method is tedious, takes time and is costly. It is useful to identify shortage of skills required within the organization.

Third Chapter

Definition of Recruitment

Recruitment?

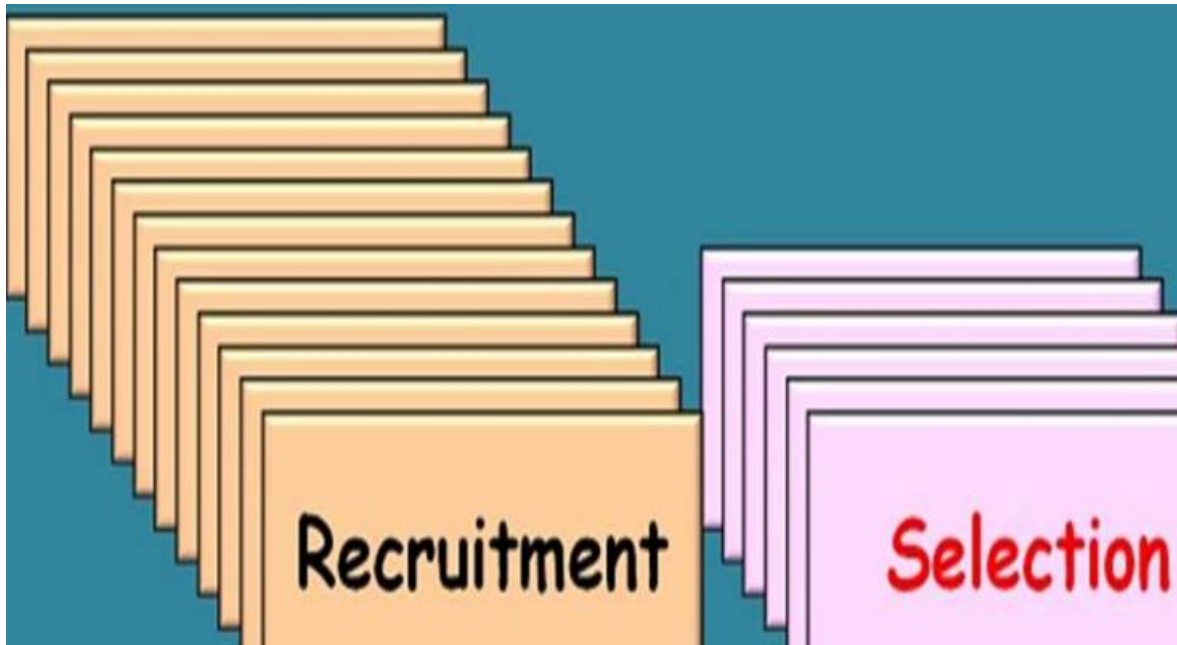
- **According to Edwin B. Flippo** : —Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.
- Simply recruitment define as locating, identifying and attracting capable applicants or finding and attracting qualified applicants for employment is called recruitment.
- Recruitment is a process of identifying, screening, shortlisting and hiring potential resource for filling up the vacant positions in an organization. It is a core function of Human Resource Management.
- Recruitment is the process of choosing the right person for the right position and at the right time. Recruitment also refers to the process of attracting, selecting, and appointing potential candidates to meet the organization's resource requirements.



Recruitment and Selection

Recruitment: "Recruitment is a practice or activity carried on by the organization with the primary purpose of identifying and attracting potential employees."

Selection: "Selection is a process through which an organization chooses the competent and qualified persons".



Goals of Recruitment

- To attract qualified applicants
- To discourage unqualified applicants

Sources of Recruitment:

- Internal Sources
- External Sources

● Internal Sources

- 1 – Promotion from within
- 2 – Job Posting
- 3 – Employee Referrals

Internal sources of recruitment refer to hiring employees within the organization internally. In other words, applicants seeking for the different positions are those who are currently employed with the same organization.

At the time recruitment of employees, the initial consideration should be given to those employees who are currently working within the organization. This is an important source of recruitment, which provides the opportunities for the development and utilization of the existing resources within the organization.

Internal sources of recruitment are the best and the easiest way of selecting resources as performance of their work is already known to the organization. Let us now discuss more on the various internal sources of recruitment.

Promotions

Promotion refers to upgrading the cadre of the employees by evaluating their performance in the organization. It is the process of shifting an employee from a lower position to a higher position with more responsibilities, remuneration, facilities, and status. Many organizations fill the higher vacant positions with the process of promotions, internally.

Transfers

Transfer refers to the process of interchanging from one job to another without any change in the rank and responsibilities. It can also be the shifting of employees from one department to another department or one location to another location, depending upon the requirement of the position.

Let's take an example to understand how it works. Assume there is a finance company called ABC Ltd. Having two branches, Branch-A and Branch-B, and an employee from Branch-A resigned from his job responsibilities. Hence, this position has to be filled for the continuation of the project in Branch-A.

In this scenario, instead of searching or sourcing new candidates, which is time consuming and

expensive, there is a possibility of shifting an employee from Branch-B to Branch-A, depending upon the project requirements and the capabilities of that respective employee. This internal shifting of an employee from one branch to another branch is called as Transfer.



Recruiting Former Employees

Recruiting former employees is a process of internal sources of recruitment, wherein the ex-employees are called back depending upon the requirement of the position. This process is cost-effective and saves plenty of time. The other major benefit of recruiting former employees is that they are very well versed with the roles and responsibilities of the job and the organization needs to spend less on their training and development.

Internal Advertisements (Job Posting)

Internal Advertisements is a process of posting/advertising jobs within the organization. This job posting is an open invitation to all the employees inside the organization, where they can apply for the vacant positions. It provides equal opportunities to all the employees working in the

organization. Hence, the recruitment will be done from within the organization and it saves a lot of cost.

Employee Referrals

Employee referrals is an effective way of sourcing the right candidates at a low cost. It is the process of hiring new resources through the references of employees, who are currently working with the organization. In this process, the present employees can refer their friends and relatives for filling up the vacant positions.

Organizations encourage employee referrals, because it is cost effective and saves time as compared to hiring candidates from external sources. Most organizations, in order to motivate their employees, go ahead and reward them with a referral bonus for a successful hire.

Previous Applicants

Here, the hiring team checks the profiles of previous applicants from the organizational recruitment database. These applicants are those who have applied for jobs in the past. These resources can be easily approached and the response will be positive in most of the cases. It is also an inexpensive way of filling up the vacant positions.

Pros and Cons of Internal Sources of Recruitment

Internal sources of recruitment, i.e., hiring employees within the organization, has its own set of advantages and disadvantages. The advantages are as follows:

- ✓ It is simple, easy, quick, and cost effective.

- ✓ No need of induction and training, as the candidates already know their job and responsibilities.

- ✓ It motivates the employees to work hard, and increases the work relationship within the organization.

- ✓ It helps in developing employee loyalty towards the organization.

The drawbacks of hiring candidates through internal sources are as follows:

It prevents new hiring of potential resources. Sometimes, new resources bring innovative ideas and new thinking onto the table.

- ✓ It has limited scope because all the vacant positions cannot be filled.
- ✓ There could be issues in between the employees, who are promoted and who are not.
- ✓ If an internal resource is promoted or transferred, then that position will remain vacant.
- ✓ Employees, who are not promoted, may end up being unhappy and demotivated.

Advantages and Disadvantages of Internal Sources

Advantages

Disadvantages

- Less Costly
- Organizations have better knowledge about internal candidates
- Employee morale and motivation is enhanced

Improves organizational loyalty.

-

- Old concept of doing things
- Creates a narrowing thinking.
- Candidates current work may be affected
- Politics play greater roles
- Morale problem for those not promoted.
- Chances to miss good outside talent.

External Sources

1. Direct Recruitment
2. Casual Callers or Unsolicited Applications
3. Media Advertisement
4. Employment Agencies
5. Management Consultants
6. Educational Institutions or Campus Recruitment
7. Internships
8. Recommendation
9. Labor Contractors

External sources of recruitment refer to hiring employees outside the organization externally. In other words, the applicants seeking job opportunities in this case are those who are external to the organization.

External employees bring innovativeness and fresh thoughts to the organization. Although hiring through external sources is a bit expensive and tough, it has tremendous potential of driving the organization forward in achieving its goals. Let us now discuss in detail the various external sources of recruitment.

Direct Recruitment

Direct recruitment refers to the external source of recruitment where the recruitment of qualified

candidates are done by placing a notice of vacancy on the notice board in the organization. This method of sourcing is also called as factory gate recruitment, as the blue-collar and technical workers are hired through this process.

Employment Exchanges

As per the law, for certain job vacancies, it is mandatory that the organization provides details to the employment exchange. Employment exchange is a government entity, where the details of the job seekers are stored and given to the employers for filling the vacant positions. This external recruitment is helpful in hiring for unskilled, semi-skilled, and skilled workers.



Employment Agencies

Employment agencies are a good external source of recruitment. Employment agencies are run by various sectors like private, public, or government. It provides unskilled, semi-skilled and skilled resources as per the requirements of the organization. These agencies hold a database of qualified candidates and organizations can use their services at a cost.

Advertisements

Advertisements are the most popular and very much preferred source of external source of recruitment. The job vacancy is announced through various print and electronic media with a specific job description and specifications of the requirements. Using advertisements is the best way to source candidates in a short span and it offers an efficient way of screening the candidates' specific requirements.

Let's take an example. Assume that there is a Sales Company called XYZ Ltd which has got a new project of selling a product in a short span of time, as the competition is very high. In this scenario, choosing the specific recruitment plays a vital role. Here the ideal type of recruitment which should be chosen is Advertisement.

Advertisement is the best suitable practice for this kind of hiring, because a large volume of hiring in a short span can be done through Advertisement only. Advertisement is one of the costliest way to recruit candidates, but when time and number are important, then advertisement is the best source of recruitment.

Professional Associations

Professional associations can help an organization in hiring professional, technical, and managerial personnel, however they specialize in sourcing mid-level and top-level resources. There are many professional associations that act as a bridge between the organizations and the job-seekers.

Campus Recruitment

Campus recruitment is an external source of recruitment, where the educational institutions such as colleges and universities offers opportunities for hiring students. In this process, the organizations visit technical, management, and professional institutions for recruiting students directly for the new positions.

Word of Mouth Advertising

Word of mouth is an intangible way of sourcing the candidates for filling up the vacant positions. There are many reputed organizations with good image in the market. Such organizations only need a word-of-mouth advertising regarding a job vacancy to attract a large number of candidates.

Pros and Cons of External Sources of Recruitment

External sources of recruitment, i.e., hiring employees outside an organization, has both its benefits and drawbacks. The benefits are as follows:

- ✓ It encourages new opportunities for job seekers.
- ✓ Organization branding increases through external sources.
- ✓ There will be no biasing or partiality between the employees.
- ✓ The scope for selecting the right candidate is more, because of the large number candidates appearing.

The disadvantages of recruiting through external sources are as follows:

- ✓ This process consumes more time, as the selection process is very lengthy.
- ✓ The cost incurred is very high when compared to recruiting through internal sources.

- ✓ External candidates demand more remuneration and benefits.

To conclude, the HR department should be flexible enough to choose between internal or external methods of recruitment, depending upon the requirement of the organization.

Advantages and Disadvantages of External Sources

Advantages	Disadvantages
<ol style="list-style-type: none">1. Benefits of new skills and talents2. Benefits of new experiences3. Compliance with reservation policy becomes easy4. Scope for resentment, jealousies, and heartburn are avoided.	<ol style="list-style-type: none">5. Better morale and motivation associated with internal recruiting is denied6. It is costly method7. Chances of creeping in false positive and false negative errors8. Adjustment of new employees takes longer time.

Recruitment Challenges

- Minority recruitment.

Prepared by: Subahnullah wahidi

- Equal employment opportunity
- Use of correct selection device.
- Selection of the right candidate.

Definition of Selection

Selection: To select means to choose. Selection is a part of the recruitment function. It is the process of choosing people by obtaining and assessing information about the applicants (age, qualification, experience and qualities) with a view of matching these with the job requirements and picking up the most suitable candidates. The choices are made by elimination of the unsuitable at successive stages of the selection process.

Purpose of Selection

- to pick up the most suitable persons who would match the requirements of the job and the organization.
- A secondary objective in selection could be to choose the best person available.

Criteria of Selection

- Selection decisions are usually based on how an applicant is rated (rather, predicted) in terms of the likelihood of success on the job.
- Job analysis and job description provide the basis for determining relevant criteria.
- Frequently educational qualifications, technical skills and achievements
- Integrity loyalty, initiative/drive/resourcefulness and intelligence/mental alertness

Selection Process

- The selection process covers the period from the job specification and initial contact with the applicant to his final acceptance or rejection.

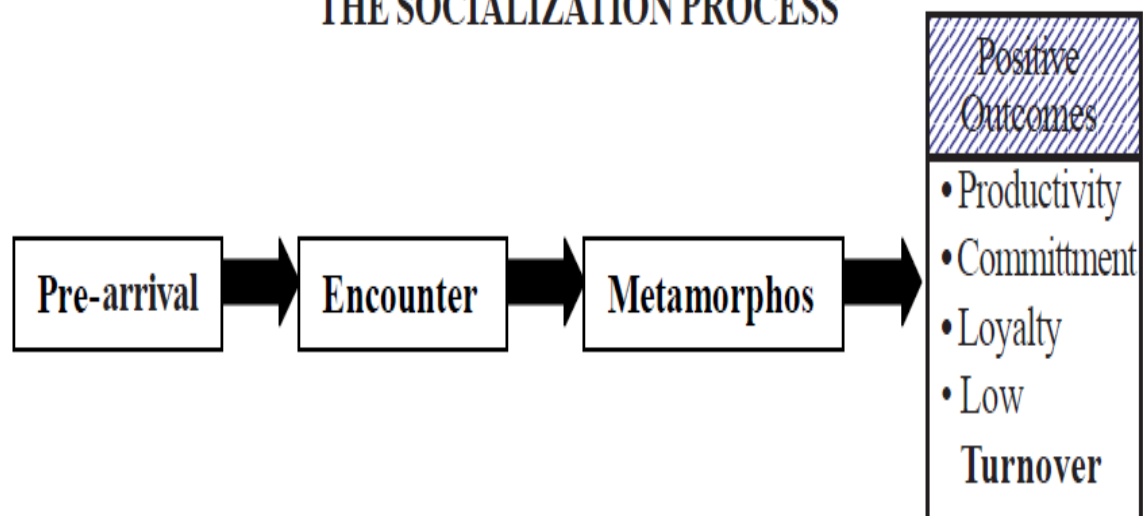
Key Steps in Selection Process

- **1) Initial Screening**
- 2) Completion of Application Form
- 3) Employment Tests
 - Written Tests
 - Performance simulation tests
 - Work sampling
 - Assessment Centers
- 4) Comprehensive Interview
- 5) Background investigation
- 6) Physical Examination
- 7) Final Job Offer

Socialization

- It is a process of adaptation.

THE SOCIALIZATION PROCESS



Recruitment Planning

Recruitment planning is the first step of the recruitment process, where the vacant positions are

analyzed and described. It includes job specifications and its nature, experience, qualifications and skills required for the job, etc.

A structured recruitment plan is mandatory to attract potential candidates from a pool of candidates. The potential candidates should be qualified, experienced with a capability to take the responsibilities required to achieve the objectives of the organization.

Identifying Vacancy

The first and foremost process of recruitment plan is identifying the vacancy. This process begins

with receiving the requisition for recruitments from different department of the organization to

the HR Department, which contains:

- ✓ Number of posts to be filled
- ✓ Number of positions
- ✓ Duties and responsibilities to be performed
- ✓ Qualification and experience required

When a vacancy is identified, it the responsibility of the sourcing manager to ascertain whether

the position is required or not, permanent or temporary, full-time or part-time, etc. These

parameters should be evaluated before commencing recruitment. Proper identifying, planning

and evaluating leads to hiring of the right resource for the team and the organization.

Interview

A meeting of people face to face, especially for consultation.

Different Types of Interviews

Direct or structured interview: This form of interview is a brief but straightforward. In the structured interview, the questions and acceptable responses are specified in advance. An interview following a set sequence of questions. In this type the manager asks each person the same job related questions. It is the face-to-face question-answer session between the interviewer and the interviewee. No in-depth analysis of the candidate ability skills is done. Characteristics or attitudes can be possible find out in such an interviews.

(b) Indirect or unstructured interview: In this type of interview, the interviewer ask questions as they come to mind. There is generally no set format to follow so the interview can take various directions. A few question might be specified in advance. it is held like a normal conversation. No direct questions are asked from the candidates, he is encouraged to express his views about any topic. And how he rates the enterprise and the job applied for him.

(c) Patterned interview: An interview using a set sequence of questions that every candidate is asked

In this type of interviewing, a set of standard questions will be framed in advance. Ideal answers will also be framed before itself. Then the answers given by the candidate will be analyzed with the prepared pattern.

(d) Stress interview: In such an interview, the candidate is analyzed how he reacts to the situation under considerable stress and strain. The candidate should not get irritated or get angry; he should be cool and confident in his answers.

(e) Board or Panel interview: In this type, there will be many interviewers. Each would be focusing on certain areas. The candidate is selected or rejected by the combined performance rating of the interviewer. Or the panel interview means the candidates are interviewed by simultaneously by a group (panel) interviewers

(f) Group interview: Under this method, many candidates are interviewed at the same time. A situation will be given to them and all the candidates are asked to participate in the discussions.

(g) Situation related interview: A situation related interview is one in which the questions focus on the individual's ability to project what his or her behavior would be in given situation. For example a candidate for a supervisor's position may be asked how he or she would respond to a subordinate coming to work late three days consecutively.

(h) Psychological interview: Psychological interviews are those conducted by a psychologist in which questions are intended to assess personal traits such as dependability, sharpness of mind and perception etc.



Email:Wahidisubhanullah96@gmail.com, contact:0793540225,0786773193

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