











Document Information

Analyzed document	8.1 Human Resource Management Block 1.pdf (D165801354)
Submitted	5/3/2023 7:42:00 PM
Submitted by	Satyaraj
Submitter email	cwplan@icfaiuniversity.in
Similarity	19%
Analysis address	cwplan.ibsh@analysis.orkund.com

Sources included in the report

W	URL: https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php Fetched: 11/4/2021 8:02:26 PM	 	232
SA	Chapter 1-fehmina.doc Document Chapter 1-fehmina.doc (D25611139)	 	2
SA	Staffing policies in multinational corporations.docx Document Staffing policies in multinational corporations.docx (D36715316)	 	2
W	URL: https://www.hindustantimes.com/business/100-fdi-in-telecom-sector-via-automatic-route-allowed-... Fetched: 5/3/2023 7:42:00 PM	 	1
SA	Monica Singh - Chapter on IHRM.docx Document Monica Singh - Chapter on IHRM.docx (D143177424)	 	2

Entire Document

i Human

Resource Management Block I OVERVIEW OF HUMAN RESOURCE MANAGEMENT UNIT 2 Organizational Structure and HRM 45–63 UNIT 3 International Human Resource Management 64–89

UNIT 1 Introduction to HRM 01–44

ii Editorial Team Prof. R. Prasad

IFHE (Deemed-to-be-University), Hyderabad Prof. Chethna Krishna IFHE (Deemed-to-be-University), Hyderabad Prof. Radhamohan IFHE (Deemed-to-be-University), Hyderabad Prof. Mohd Abdul Nayeem IFHE (Deemed-to-be-University), Hyderabad Prof. Muthu Kumar IFHE (Deemed-to-be-University), Hyderabad

Content Development Team Prof. A. Kranthi Kumar Prof. Mohd Abdul Nayeem IFHE (Deemed-to-be-University), Hyderabad IFHE (Deemed-to-be-University), Hyderabad Prof. Kalaa Chenji IFHE (Deemed-to-be-University), Hyderabad Dr. P. V. L. Ramana IFHE (Deemed-to-be-University), Hyderabad Prof. Muthu Kumar IFHE (Deemed-to-be-University), Hyderabad Prof. K. Veena IFHE (Deemed-to-be-University), Hyderabad

Proofreading, Language Editing and Layout Team Ms. Jayashree Murthy Mr. Chandrasekhar

IFHE (Deemed-to-be-University), Hyderabad IFHE (Deemed-to-be-University), Hyderabad Mr. Prasad Sistla IFHE (Deemed-to-be-University), Hyderabad ©

The ICFAI Foundation for Higher Education (IFHE), Hyderabad.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, used in a spreadsheet, or transmitted in any form or by any means – electronic, mechanical, photocopying or otherwise – without prior permission in writing from The ICFAI Foundation for Higher Education (IFHE), Hyderabad. Ref. No. HRM SLM 102021B1

For any clarification regarding this book, the students may please write to The ICFAI

Foundation for Higher Education (IFHE), Hyderabad

specifying the unit and page number. While every possible care has been taken in type-setting and printing this book, The ICFAI

Foundation for Higher Education (IFHE), Hyderabad welcomes suggestions from students for improvement in future editions. Our E-mail id: cwfeedback@icfaiuniversity.in Center for Distance and Online Education (CDOE) The ICFAI Foundation for Higher Education (Deemed-to-be-University Under Section 3 of UGC Act, 1956) Donthanapally, Shankarapalli Road, Hyderabad- 501203.

iii

COURSE INTRODUCTION Human resources are the most valuable and unique assets of an organization.

The successful management of an organization's human resources is an exciting, dynamic, and challenging task, especially at a time when

the world has become a global village and economies are in a state of flux. The scarcity of talented resources and the growing expectations of the modern day employee have further increased the complexity of the human resource function. Even though specific human resource functions/activities are the responsibility of the human resource department, the actual management of human resources is the responsibility of all the managers in an organization. It is therefore necessary that all managers understand and give due importance to the different human resource policies and activities in the organization. Human Resource Management outlines the importance of managing human resources effectively in an organization. It examines the various human resource processes that are concerned with attracting, managing, motivating, and training employees for the benefit of the organization. The course introduces students to the issues involved in the field of human resource management in a dynamic business environment. It enables students to learn how to leverage and manage human resources. The course will enable the students to understand the significance of smooth and successful employee relations in organizations. It also provides the students an understanding of the changing trends in human resource management.

BLOCK I: OVERVIEW OF HUMAN RESOURCE MANAGEMENT The first block in the course on Human Resource Management deals with the fundamental concepts relevant to the subject. The block contains three units. The first unit explains the basic concept of human resource management (HRM) and its importance. The second unit focuses on the relationship between organizational structure and the HRM function. The third unit examines the concept and importance of HRM in organizations operating at the global level. The first unit, Introduction to HRM, discusses the definition and concept of HRM. The unit focuses on the history, functions, and emerging role of HRM. The unit also deals with human resource policies and procedures, the role played by HR executives, and the challenges faced by them. The unit also provides an idea about the concepts of Human Capital management, HR Analytics, and latest fields of HRM such as Strategic HRM, GHRM, E-HRM and QHRM. The second unit, Organizational Structure and HRM, deals with the relationship between organizational structure and HRM. The unit also explains formal and informal organizations, and distinguishes between tall and flat organizational structures. The unit also discusses the concepts of responsibility, authority, and accountability. It explains the reasons for conflict between the line and staff functions. Finally, it discusses the relationship of human resource management with the other functions in the organization. The third unit, International Human Resource Management, explains the concept of and approaches to international human resource management (IHRM). The unit explains the features and importance of IHRM. It discusses the factors affecting IHRM, the different activities involved in it. Finally, it discusses the concept of strategic IHRM.

iv

1

Unit 1 Introduction to HRM Structure 1.1. Introduction 1.2. Objectives 1.3. Definition and Concept of Human Resource Management 1.4.

73%

MATCHING BLOCK 2/240

W

History of Human Resource Management 1.5. Functions of Human Resource Management 1.6. HR Policies and Procedures 1.7. Emerging Role of

Human Resource Management 1.8. Human Capital Management 1.9. Role of HR executives 1.10. Challenges to HR Professionals 1.11. Latest Fields of HRM 1.12.

Summary 1.13. Glossary 1.14. Self-Assessment Test 1.15. Suggested Readings / Reference Material 1.16. Answers to Check Your Progress Questions 1.1. Introduction In this unit, we introduce you to

41%

MATCHING BLOCK 3/240

W

human resource management. Human resource management (HRM) is one of the most difficult and challenging areas in modern management. The term human resource refers to knowledge, skills, creative abilities, talents, and aptitudes of an organization's workforce in totality. It also includes individual values, attitudes, and beliefs (

Leon C. Megginson). The traditional approaches to personnel management had stressed upon command and control. These approaches paved the way for newer approaches that emphasize greater freedom and support to the employee. Referring back to 4th century B.C. Kautilya's 'Arthashastra' has mentioned about, management of human resources along with quality, quantity. It also had an explicit discussion on staffing and personnel management.

64%

MATCHING BLOCK 4/240

W

Before the 1980s, personnel administration was characterized by standardization, while consistency and conformity were the chief characteristics of the management policy. These days, however, flexibility has become a significant aspect of a company's

Overview of Human Resource Management corporate human resource strategy. Modern day organizations are characterized by a consistent change in its relationship with its external environment and human resources. This reflects the dynamic nature of business. In order to respond to the changes, organizations make a conscious effort to change organizational structure, policies and procedures from the inside and adapt to economic, political and social conditions that prevail in domestic and global platforms from the outside. To remain competitive in the business, organizations are looking for people with creativity, experience and ideas while recruiting prospective job seekers. On similar note, organizations are actively engaged in rigorous training and development activities of their existing employees so as to keep them competitive and relevant in the business. On the other side, the issues and problems associated with people in organizational setting are mostly human and social in nature rather than, physical or technical.

This unit will give you the definition and concept of human resource management, and explain its history, functions, and emerging role. We shall then move on to discuss the human resource policies and procedures, and the role played by HR executives and the challenges faced by them. Finally, we would be discussing the concept of strategic human resource management. 1.2. Objectives By the end of this unit, students should be able to: •

Define and explain the concept of human resource management. • Discuss the managerial and operative functions of human resource management. • State the

67%

MATCHING BLOCK 5/240

W

HR policies and procedures. • Analyze the emerging role of human resource management. • Describe the role of HR

executives. • Identify the challenges faced by HR Professionals. • Explain the concept of strategic human resource management. 1.3. Definition and Concept of Human Resource Management

47%

MATCHING BLOCK 6/240

W

Personnel/Human resource management is that organizational function which facilitates the optimum use of people (employees) to attain organizational and individual

objectives. Organizations are made up of people and in order to achieve the organizational objectives using the minimum resources, it is important to utilize and develop

69%

MATCHING BLOCK 7/240

W

their skills, motivate them to enhance their performance levels, and ensure that they remain committed to the organization. 2

Introduction to HRM 3

HRM is a process consisting of four functions, namely: Acquisition: This function begins with planning and ends with staffing. The planning stage involves finding out

66%

MATCHING BLOCK 8/240

W

the number and categories of employees required. Development: This function has three dimensions -- employee training, management development, and career development. Motivation: This function includes identifying the individual motivational needs of employees and the ways to motivate them. Retention: This function deals with providing a favorable work environment to the employees and encouraging them to make them feel committed and attached to the organization.

Check Your Progress-1 1.

96%

MATCHING BLOCK 9/240

W

The term _____ refers to "the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the values, attitudes and beliefs of the individuals involved".

- a. Human resources b. Human resource management c. Human resource planning d. Human relations 2. Traditional approaches to personnel management emphasize on i. Support ii. Command iii. Control iv. Freedom
- a. Only ii and iii b. Only i and ii c. Only i, iii, and iv
- d.
- Only iii and iv 3.

92%

MATCHING BLOCK 10/240

W

Management as a process involves planning, organizing, staffing, directing and controlling activities that facilitate the achievement of an organization's

goals.

Before the 1980s, which of the following features were the hallmarks of management policy? i. Support ii.

Consistency

Overview of Human Resource Management iii. Freedom iv. Conformity

a.

Only i and ii b. Only iii and iv c.

Only

i and iii d. Only ii and iv 4.

The _____ function in human resource management is concerned with providing a work environment which is conducive

100%

MATCHING BLOCK 11/240

W

to the employees and nurturing them to make them feel committed and attached to the organization.

a. Retention b. Development c. Motivation d. Acquisition 5. One of the functions of human resource management process is developing the employees. What are the factors taken care of under employee development? i. Employee training ii. Providing a conducive work environment to the employees iii. Career development iv. Nurturing

87%

MATCHING BLOCK 12/240

W

the employees to make them feel committed and attached to the organization

a. Only i and ii b. Only i and iii c. Only ii and iii d. Only iii and iv 1.4.

History of Human Resource Management Personnel management, which was practiced years ago, is very different from the human resource management prevalent today. There are three main approaches to HRM. These are

46%

MATCHING BLOCK 13/240

W

the scientific management approach, the human relations approach, and the human resources approach. Of these, the human resources approach has gained importance in recent times. 4

Introduction to HRM 5 1.4.1

79%

MATCHING BLOCK 14/240

W

Scientific Management Approach During the early 1900s, most business owners and managers believed that to manage employees

effectively, they needed to constantly supervise and force them to work. However, this belief was challenged by the scientific management approach.

73%**MATCHING BLOCK 15/240****W**

The scientific management approach suggested that managers should adopt a scientific and objective approach to determine how work can be designed and carried out most efficiently. Fredrick Taylor (Taylor), regarded as the father of scientific management, focused on the study of motions that were required for each job, the tools used, and the time needed to accomplish each task.

Based on such scientific study, fair performance standards were determined for each job, and workers who produced more than the standard output were given incentives. The time-and-motion studies of Taylor were highly standardized, required little mental effort, and replaced the 'rule-of-the-thumb' work methods with 'one best way' of doing a job. However, workers did not get the chance to exercise their judgment or decision making power. Another issue that created problems was a belief that was the basis of scientific management -- that workers were only motivated by money. During the early years of the twentieth century, the concept of 'economic man' was embraced by managers. According to this concept, economic gains motivated a worker, and financial incentives were alone sufficient to maximize the output of a worker. The 'economic man'

82%**MATCHING BLOCK 16/240****W**

concept led Taylor to propound the differential piece-rate system, where workers got a higher rate of pay for every unit of output that exceeded the daily output standard.

During this time, the personnel department in any large manufacturing concern performed

91%**MATCHING BLOCK 17/240****W**

the traditional task of recruiting, selecting, and training staff, and ensuring the health and safety of their employees,

keeping in mind the scientific management techniques. Apart from this, the personnel department also concentrated efforts on conducting

72%

MATCHING BLOCK 18/240

W

time-and-motion studies, fatigue studies, did job analysis, and developed job specifications and wage incentive programs. Some also supported welfare programs that addressed workers' needs like vacations, employee hygiene, job training, company housing, employee loans, and recreational programs. These programs

were not as successful as expected as they failed to bring in behavioral changes and productivity gains. Thus,

100%

MATCHING BLOCK 19/240

W

the employee welfare programs became less popular during the 1920s and 1930s.

Overview of Human Resource Management 1.4.2 Human Relations Approach The Hawthorne studies, conducted by Elton Mayo and F. J. Roethlisberger,

75%

MATCHING BLOCK 20/240

W

during the 1930s and 1940s, forced organizations to shift their attention from the scientific management approach to the human relations approach. The results of these studies suggested that employee productivity was affected, not only by the way the job was designed and through the provision of economic rewards, but also by certain social and psychological factors,

like work conditions, group relationships, and management support. Moreover, the studies showed

100%

MATCHING BLOCK 21/240

W

that treating employees with respect would improve employee satisfaction and help in achieving higher productivity. The

rise of unionism, during the period,

52%**MATCHING BLOCK 22/240****W**

gave workers the legal right to organize themselves, and to bargain collectively on issues ranging from wages and benefits to job security and working conditions. Though unionization led to the deterioration of labor-management relations, it led to a greater acceptance of the principles of human relations. Although the human relations approach largely improved the working environment of workers, it was not very successful in increasing their productivity or improving job satisfaction

due to the following reasons:

The approach was based on the management's assumption that "a happy worker is a hard worker" but this was not applicable to all workers.

94%**MATCHING BLOCK 23/240****W**

The approach did not recognize the need for a job structure. It did not give adequate importance to procedures, standards, and work rules that would steer employees toward the achievement of organizational goals. The approach failed to recognize other factors that could influence employee satisfaction and productivity, like performance management, career development, job enrichment, and career planning.

Thus,

72%**MATCHING BLOCK 24/240****W**

during the 1950s and 1960s, the human relations approach began to be considered as outdated and was discarded by many organizations. 1.4.3

Human Resources Approach

80%**MATCHING BLOCK 25/240****W**

The human resources approach treats organizational objectives and employee needs as mutual and compatible, and

as issues which can be dealt together. The human resources approach is based on the following principles. Employees are the assets of an organization.

46%

MATCHING BLOCK 26/240

W

Policies, programs, and practices should meet the needs of employees, and assist them in their work and enable personal development. 6 Introduction to HRM 7 A favorable work environment

should be created and maintained in order

97%

MATCHING BLOCK 27/240

W

to encourage employees to develop and harness their knowledge and skills for the benefit of the organization.

According to the human resources approach,

58%

MATCHING BLOCK 28/240

W

the HR policies and practices should be aligned with the aim of balancing individual and organizational needs. This balance can be achieved if organizations and employees help each other

in achieving their respective goals. Check Your Progress-2 6.

100%

MATCHING BLOCK 29/240

W

The scientific management approach resulted in work methods and techniques that emphasized employee output.

The time-and-motion studies of Frederick Taylor helped replace the ‘

90%

MATCHING BLOCK 30/240

W

rule-of-the-thumb’ work methods, with the ‘one best way’ method to accomplish a task.

Which of the following was a limitation of the ‘one best way’ method to accomplish a task?

a. Workers employed minimum knowledge and skill in their work. b. This approach involved a high degree of standardization. c. Workers had very few opportunities to use their judgment. d. Workers

69%**MATCHING BLOCK 31/240****W**

did not have much formal education. 7. During the early years of the twentieth century, managers embraced the concept of the 'economic

man'. Identify the statement which is not true with respect to this concept? a.

70%**MATCHING BLOCK 32/240****W**

A worker is basically motivated by economic gain. b. Only financial incentives could maximize the worker's output. c. This concept led Taylor to oppose the differential piece-rate system.

d. Money was the most important work-related need of workers. 8.

97%**MATCHING BLOCK 33/240****W**

The growing strength of unions was a major factor responsible for the shift to the concept of human relations.

Which of the following was a negative outcome of unionization? a. Though workers got the legal right to organize, they could not bargain collectively. b. Issues of wages, benefits, job security, and working conditions gained importance. c. Labor-management relations deteriorated in some companies. d.

80%**MATCHING BLOCK 34/240****W**

Workers had few opportunities to use their judgment or make their own decisions. Overview of

Human Resource Management 9.

83%**MATCHING BLOCK 35/240****W**

In order to ensure high levels of employee satisfaction and productivity, organizations have adopted the human resources approach. Which of the

following statements is true with regard to this approach? a. Organizational goals and employee needs are mutual and compatible. b. People should be treated as factors of production. c. People should be treated

100%

MATCHING BLOCK 36/240

W

as human beings who act on the basis of emotions alone.

d. All employees are equal in terms of productivity. 10. Managers in organizations have to get the job done through people. They should

100%

MATCHING BLOCK 37/240

W

understand and accept the fact that individuals, and not organizations, create

wealth. Which of the following is not a reason for people management being

82%

MATCHING BLOCK 38/240

W

one of the biggest challenges for any manager? a. Individuals differ from each other in terms of their values, attitudes, beliefs, and culture.

b. Employees have very high expectations; they know that

100%

MATCHING BLOCK 39/240

W

they are valuable assets and demand to be treated as such.

c.

89%

MATCHING BLOCK 40/240

W

The stimulating and motivational factors may not be the same for all the employees.

d.

85%

MATCHING BLOCK 41/240

W

A worker is basically motivated by economic gain; financial incentives alone could maximize the worker's output. 1.5.

Functions of Human Resource Management An effective manager should make use of human and non-human resources to bring about an alignment between the organizational goals and the individual goals, thus resulting in successful handling of business. People management is one of the greatest challenges faced by a manager because of: Individual differences in employees in terms of values, attitudes, beliefs, and culture, Differences in stimulation and motivational factors for the employees, Greater employee expectation, as compared to earlier times. The functions of HRM can be broadly classified into managerial functions and operative functions. 1.5.1 Managerial Functions The managerial functions of HRM include planning, organizing, staffing, directing, and controlling. 8 Introduction to HRM 9

70%

MATCHING BLOCK 42/240

W

Planning Planning involves formulating the future course of action. It includes determining in advance, the personnel programs and changes required that would

help in achieving the organizational goals, identifying the human resource requirements, and predicting the personnel needs. Planning also involves

72%

MATCHING BLOCK 43/240

W

foreseeing the changes in employee attitudes and finding effective ways of handling these changes. Organizing Organizing involves setting up an intentional structure of roles for employees in an organization.

Some of the organizing functions are

65%

MATCHING BLOCK 44/240

W

structural considerations like chain of command, division of labor, and assignment of responsibilities. The organizing function

helps in establishing

88%

MATCHING BLOCK 45/240

W

relationships among employees, so that they can contribute collectively toward the attainment of

the organizational goals. Staffing Staffing involves acquiring

87%**MATCHING BLOCK 46/240****W**

and maintaining capable and competent personnel in various positions at all levels

in the organization. It includes

71%**MATCHING BLOCK 47/240****W**

manpower planning, recruitment, selection, placement, induction and orientation, transfer, career progression, and separation. Directing Directing involves channelizing all the available resources toward the common organizational goals. It ensures maximum employee contribution, helps in establishing sound industrial and human relations, and involves coordination between different departments to ensure maximum utilization of all resources, including

the human resources. Controlling Controlling involves measurement and rectification of activities to ensure that events conform to plans. After carrying out the other managerial functions, the performance is verified

100%**MATCHING BLOCK 48/240****W**

in order to ensure that the HRM functions, comply with the plans and directions.

This verification process is carried out by the controlling function. Auditing the training programs, analyzing the records of labor turnover, directing employee morale surveys, and conducting exit interviews are some of the ways of controlling the HRM functions.

Overview of Human Resource Management 10

Check

Your Progress-3 11. The functions of human resource management can be classified into two broad categories. Identify them. i. Managerial functions ii. Planning functions iii. Employment functions iv. Operative functions

a. Only i and iii b.

Only

i and iv c Only ii and iii d. Only iii and iv 12. _____

is the managerial function that involves measurement and rectification of activities to ensure that events conform to plans. a. Directing b. Controlling c. Employee relations d. Human resource development 13. _____ is a managerial function of the human resource (HR) department that channelizes all the available resources toward the common organizational goals, and

100%**MATCHING BLOCK 49/240****W**

also involves coordination between different departments to ensure maximum utilization of all resources.

a. Planning b. Staffing c. Directing d. Controlling 14. The _____ function involves establishing an intentional structure of roles for the employees; it is one of the managerial functions performed by the human resource department of an organization. a. Planning b. Human resources development c. Employee relations d. Organizing

Introduction to HRM 11 15.

Controlling involves the measurement and rectification of activities to ensure that events conform to plans. Which of the following is not a way of controlling human resource management (HRM) functions? a. Induction and orientation b. Analyzing labor turnover records c. Conducting exit interviews d. Auditing training programs 1.5.2

90%**MATCHING BLOCK 50/240****W**

Operative Functions The operative functions of HRM are related to specific activities of HRM, namely employment,

human resource development, compensation, and employee relations. These activities differ from organization to organization.

51%**MATCHING BLOCK 51/240****W**

Employment Employment is the first operative function of HRM. It involves sourcing and employing individuals with suitable knowledge, skills, experience, and aptitude that are necessary to perform various jobs. It includes functions like job analysis, human resource planning, recruitment, selection, placement, and induction. Job analysis:

100%**MATCHING BLOCK 52/240****W**

Job analysis is the process by which the tasks which comprise

a job

90%**MATCHING BLOCK 53/240****W**

are determined, and the skills and abilities required to perform it successfully are identified. – It

involves preparation of the job description, job specification, job requirements, and employee specification. – Job analysis also provides the guidelines, plans, and basis for job design and redesign. Human resource planning: Human resource planning involves matching future human resource needs with supply. This can be achieved by – Estimating

100%

MATCHING BLOCK 54/240

W

the present and future manpower requirements on the basis of long range plans and organizational objectives, –

Conducting

66%

MATCHING BLOCK 55/240

W

present inventory of human resources by taking into account retirements, transfers, attrition, etc. – Taking steps to mold, change, and develop the existing employees to enable them to meet future organizational requirements,

and

Overview of Human Resource Management 12 –

Formulating

100%

MATCHING BLOCK 56/240

W

plans to attract and acquire valuable human resources from the market. Recruitment:

Recruitment is the process of searching and then attracting prospective candidates to

42%

MATCHING BLOCK 57/240

W

a vacancy in an organization. It involves – Tapping the existing sources of applicants and identifying or creating new sources of applicants – Encouraging and attracting candidates to apply for jobs in the organization – Deciding upon the process of recruitment. Selection: Selection is the process of identifying and ascertaining the credentials of a candidate for a job.

This process involves – Scanning application forms – Identifying and developing suitable and reliable testing techniques – Involving line managers or respective departments in the process – Evaluating the candidates and fixing their salary and benefits – Formulating a

61%**MATCHING BLOCK 58/240****W**

medical fitness policy and examination procedures – Informing the candidates about the results of the selection process – Employing the selected candidates. Placement:

Placement of selected candidates is decided upon when they convey their acceptance of the offer of employment by an organization. It involves – Discussing

90%**MATCHING BLOCK 59/240****W**

the placement with the line/functional managers and identifying a mentor for the new entrant –

Doing a follow-up and evaluating employee performance to determine adjustment to new job. Induction: Induction refers to –

Introducing a new employee to the organization's business,

culture, values beliefs, practices, and procedures – Helping the employee get acquainted with the various tasks of his/her new job. Activity: Ankitha Solutions Pvt. Ltd., a software company, placed an advertisement in a popular English daily newspaper for a requirement of 100 fresh engineering graduates to be placed at its overseas branches. What are Contd.

Introduction to HRM 13

the operative functions of the HR department that led to this advertisement? What are the operative functions of this department after the receipt of applications for the job? Describe these functions. Answer: Check Your Progress-4 16. In order

81%**MATCHING BLOCK 60/240****W**

to ensure satisfactory performance of an employee, his/her skills, abilities and motives to perform a job must match the requirements of the job.

Which of the following activities is not associated with job analysis? a. Preparing job description and job specification b. Providing guides, plans and basis for job design and redesign c. Identifying and developing suitable and reliable testing techniques d. Preparing job requirements and employee specification 17. Introducing a new employee to the organization, its business, its culture, its values and beliefs, and practices and procedures, is termed as _____. a. Placement b. Induction c. Selection d. Recruitment 18. Selection is one of the functions of the human resource department which chooses the appropriate candidate for a job. Which of the following activities is not associated with the selection function? a. Scanning the application forms b. Identifying and developing suitable and reliable testing techniques c. Evaluating the candidates and deciding their salary and benefits d. Conducting

89%

MATCHING BLOCK 61/240

W

follow-up study and evaluating employee performance so as to determine how well the

employee is accustomed to the job

Overview of Human Resource Management 19.

70%

MATCHING BLOCK 62/240

W

The operative function of procuring and employing individuals with suitable knowledge, skills, experience and aptitude necessary to perform various jobs

is called _____. It includes

100%

MATCHING BLOCK 63/240

W

functions such as job analysis, human resource planning, recruitment, selection, placement, and induction.

a. Employment b. Planning c. Organizing d. Staffing 20. After interviewing several applicants for the vacancies of onsite project manager and offshore project manager at QMC Limited, two candidates -- Prakash Gupta and Ravinath Yadav, were selected. Which is the step which immediately succeeds this stage in human resource management? a. Placement b. Recruitment c. Induction d. Selection

50%

MATCHING BLOCK 64/240

W

Human Resource Development Human resource development (HRD) is the process of training and developing employees so as to improve and update their knowledge and skills, in order to enable them to perform their jobs better. It includes developing the attitudes, beliefs, and values

of the employees to match with the

82%

MATCHING BLOCK 65/240

W

organizational needs. HRD also includes performance appraisal, training, management development, and career planning and development. Performance appraisal:

Performance appraisal is the process of evaluating

89%**MATCHING BLOCK 66/240****W**

the performance of an employee on the job and developing a plan for improvement.

It involves – Designing a performance appraisal system, according to

100%**MATCHING BLOCK 67/240****W**

the organizational needs and culture – Developing suitable methods to ensure

successful working of the system, by training all the employees to conduct effective appraisals – Effectively implementing the system and continuously monitoring it to ensure timely and necessary changes.

Training: Training is the systematic development of the knowledge, skills, and attitudes in an individual that are required to perform a given task or job successfully. It involves 14

Introduction to HRM 15 –

55%**MATCHING BLOCK 68/240****W**

Identifying the training needs of the individuals and designing suitable programs – Conducting training programs or providing assistance to other departments to conduct training – Evaluating the effectiveness of the training programs
Management development: Management development involves developing the employees of an organization to meet

the

60%**MATCHING BLOCK 69/240****W**

future changes and challenges. It also involves – Predicting the human resource demands of an organization and preparing to meet these demands – Enabling an employee to enhance his/her overall personality and skills for continuous

development. Career planning and development: Career planning and development refers to identifying an individual's career goals and formulating plans to attain them through education, work experience, etc. Career planning considers the individual's perspective, while career development considers an individual's goals from the organizational perspective.

35%

MATCHING BLOCK 70/240

W

Compensation All the extrinsic rewards received by an employee, during and after the course of his/her job, for his/her contribution to the organization, are referred to as compensation. Compensation payment must be adequate, equitable, and fair to employees. It is based on job evaluation,

and includes base salary, incentives, bonus, and benefits. Job evaluation: Job evaluation is a systematic determination of

93%

MATCHING BLOCK 71/240

W

the value of each job, in relation to other jobs in the organization, industry, and

market.

87%

MATCHING BLOCK 72/240

W

It involves identifying or designing suitable job evaluation techniques, evaluating various jobs,

and determining

100%

MATCHING BLOCK 73/240

W

the relative worth of jobs in various categories. Wage and salary administration:

Wage and salary administration refers to the process of formulating

73%

MATCHING BLOCK 74/240

W

and operating a suitable wage and salary program. It involves conducting wage and salary surveys in the market and in the industry, determining the wage and salary rates,

implementing wage and salary administration programs, and

68%**MATCHING BLOCK 75/240****W**

evaluating the effectiveness of these programs. Incentives: The rewards earned by an employee, in addition to regular wages or salary, based on

his/her performance and

60%**MATCHING BLOCK 76/240****W**

the performance of the team or the organization, are known as incentives. Bonus: Bonus is a share in the

company's surplus for an employee that is directly related to the performance of the organization.

Overview of Human Resource Management 16

Fringe benefits: The monetary and non-monetary benefits, received by

87%**MATCHING BLOCK 77/240****W**

employees during their employment, and sometimes, even in the post-employment period,

are known as fringe benefits. Some of the fringe benefits are disablement benefits, housing facilities, canteen facilities, conveyance facilities, post-retirement benefits, and educational facilities for employees and their children.

The following Exhibit 1.1 shows the fringe benefits given by Reliance Industries. Exhibit 1.1: Fringe Benefits: Reliance Industries In June 2021, RIL announced that it will continue to provide salaries for five years to the nominee of employees who succumbed to the disease. Reliance has put in place a liberal leave policy for employees affected by Covid-19. It is providing financial assistance of up to 3 months' pay as interest-free salary Contd. advance in case of an exigency. In case of unfortunate demise of an employee, Reliance is providing financial support to the family and committing to shoulder the educational expenses of the children. Reliance further said that under the 'Reliance Family Support and Welfare Scheme', it would fully fund tuition fees, hostel accommodation and books of all the children of the employee, up to bachelor's degree at any institute in India. It also promised 100% payment of premium for hospitalisation coverage for the spouse, parents and children (till the bachelor's degree). Source: Adopted from Reliance Industries to give 5 years of salary to families of employees who died of Covid, <https://www.livemint.com/companies/news/reliance-industries-to-give-5-years-of-salary-to-families-of-employees-who-died-of-covid-11622690754529.html>. June 3, 2021 (Accessed on October 4 th 2021)

Activity: The HR department of Cathy Limited has taken certain initiatives to make the employees feel secure and keep them committed to the company. Some of the initiatives provided by the department are canteen facilities at subsidized rates, family health cards, get-togethers, etc. What are these benefits provided by the company to its employees known as? In what other ways can the HR department achieve its objective? Answer:

Introduction to HRM 17

Employee Relations This deals with developing relationships between employees, their managers, and the organization, thereby contributing to the well-being of the organization. It aims at: • Improving employee morale and job satisfaction to improve productivity. •

80%

MATCHING BLOCK 78/240

W

Developing team building, team management, and leadership skills in employees • Designing and implementing a fast and suitable grievance management system • Ensuring discipline among the employees by taking immediate action to correct any deviation • Supporting employees by counseling and developing them into complete individuals and responsible citizens • Enhancing the quality of work life as well as personal life of the employees. The

job satisfaction level of an employee depends upon the relationship shared between the employee and his/her manager.

42%

MATCHING BLOCK 79/240

W

An average employee expects his/her manager to: • Be genuinely interested in his/her work and be supportive • Bring in clarity in job responsibilities and tasks • Identify his/her strengths and suggest ways to improve them • Identify the weaknesses and encourage him/her to overcome them • Be willing to listen and accept concrete and valuable ideas • Reward the employee for his/

her contributions • Be frank and open in his/her dealings with the employee as well as the organization. Check Your Progress-5 21. At the end of every month, the captive BPO arm of a multinational company makes an assessment of the strengths and weaknesses of its employees. What is this function of human resource development known as? a. Performance appraisal b. Career planning and development Overview of Human Resource Management 18 c. Training d. Management development 22. _____ is the systematic development of an employee's knowledge, skills, and attitudes that are required to perform a given task successfully. a. Training b. Management development c. Career planning and development d. Performance appraisal 23. Wage and salary administration is the process of formulating and operating a suitable wage and salary program. Which of the following functions are performed under

73%

MATCHING BLOCK 80/240

W

wage and salary administration? i. Conducting wage and salary survey in the market and in the industry ii. Implementing wage and salary

administration programs iii. Keeping the employees satisfied and motivated iv. Increasing employee productivity

a. Only i and ii b. Only iii and iv c. Only i, ii, and iii d. Only ii, iii, and iv 24.

65%

MATCHING BLOCK 81/240

W

The relationship between an employee and his/her manager plays a crucial role in determining the job satisfaction level of the employee. What are the expectations that an average employee

has from his/her manager? i. Lend support and guidance whenever required ii. Have faith and confidence in the abilities of the employee iii. Be genuinely interested in the employee and his/her work iv.

100%

MATCHING BLOCK 82/240

W

Be willing to listen and accept concrete and valuable ideas

a. Only i and ii b. Only i, ii, and iii c. Only iii and iv d. i, ii, iii, and iv 25.

97%

MATCHING BLOCK 83/240

W

Employee relations deal with the employees in the organizational context, as a social group that contributes to the organization.

What are the aspects that are looked after under employee relations? i.

100%

MATCHING BLOCK 84/240

W

Designing and implementing a fast and suitable grievance management system

ii. Improving

100%

MATCHING BLOCK 85/240

W

the quality of work life and personal life of the employees

iii.

63%**MATCHING BLOCK 86/240****W**

Designing a performance appraisal system that suits the organizational needs and culture Introduction to HRM 19 iv.
Training the employees in conducting appraisals

a. Only i b. Only ii c. Only i and ii d. i, ii, iii, and iv 1.6. HR Policies and Procedures HR policies refer to

72%**MATCHING BLOCK 87/240****W**

the set of guidelines, which determine the way in which employees should be treated in an organization. They are based on the

objectives and culture of the organization and the external environment. These policies should be easy to understand and implement. They should be based on internal factors like organizational objectives, individual expectations, and external factors like market demands. However, they are difficult to formulate and implement. Good HR policies help the management keep the workforce satisfied, motivated, and ensure better employee productivity. These

100%**MATCHING BLOCK 88/240****W**

policies need to be updated to match the changing needs of the organization and the employees.

They should

82%**MATCHING BLOCK 89/240****W**

favor the employees of the organization and not allow any discrimination among them. For

instance, from March 2020 to June 2021, due to the spread of COVID-19, and due to the mandate by the government and local authorities, many employers amended their working hours, shift timings, security measures, healthcare measures, etc.

On the other hand, HR procedures are specific applications or actions that help the management to implement the HR policies of the organization. 1.7. Emerging Role of Human Resource Management The role of an HR manager has evolved from that of a passive observer, to one of an innovative and proactive key player. It is imperative now for organizations to be ahead of competition in recruiting, retaining, and developing its workforce. 1.7.1 Value of Human Resources Development of a country and its human resources are complementary to each other. A nation investing in its human resources will reap rich benefits in the future. Human Resources – A Competitive Advantage With businesses becoming dynamic, knowledge-based and service-oriented in recent times, a company can have a competitive edge over others, only by being innovative in the development of their human resources, which are the unique assets of the company.

Overview of Human Resource Management

Human Resources Accounting As

75%

MATCHING BLOCK 90/240

W

the importance of the contributions of human resources is being acknowledged and recognized, the concept of attributing an appropriate value

to the worth of human resources of an organization has led to the concept of human resource accounting. Human resource accounting is the

100%

MATCHING BLOCK 91/240

W

measurement of the cost and value of people for an organization (

Eric Flamholtz) (Refer Exhibit 1.2). Human resources accounting: • Helps the management to value and utilize its human resources with discretion and wisdom. • Is considered an important control technique. It provides the management with essential information to maintain and develop its important resources.

Exhibit 1.2: Human Resource Accounting T. V. Rao constructed a HRD score card to assess the maturity level of an organization. It assigns a four-letter rating which represents the four critical dimensions of HRD contributing to organizational performance, namely, HRD system maturity, HRD competencies in the company, HRD culture and values and HRD impact as given below: Sample HRD Score Card Name of the Organization ABC HRD Systems and Strategies HRD Competencies HRD Culture and Values HRD Impact Overall HRD Maturity Grading A* A* B C A*A*B C Grades are allotted on the basis of evaluation criteria of maturity level or effectiveness of each dimension from A* to F and an overall grade is obtained on a four letter rating, the letters representing: A* = Highest Maturity Level A = Very High Maturity Level B* = High Maturity Level B = Moderately High Maturity Level C* = Moderate Maturity level C = Moderately Low Maturity Level D* = Low Maturity Level D = Very Low Maturity Level F = Not at all present Interviews, Questionnaires, Group discussions, Workshops, Analysis of records and documents and Observation methods were used for evaluating each dimension. Source: T. V. Rao HRD Score Card 2500 based on HRD Audit Response Books, Sage, New Delhi 2014 20

Introduction to HRM 21 Human Resource Analytics (HR Analytics) Analytics refers to the use of statistics and predictive models to gain valuable knowledge from data analysis which guide in making decisions. Human Resource Analytics is an area in the field of analytics that refers to applying analytic process to human resource department of an organization in the hope of improving employee performance and therefore getting a better return on investment. HR analytics aims to provide insights into each process by gathering data and then using it to make relevant decisions about how to improve these processes. HR analytics establishes a cause and effect relationship between what HR does and business outcomes- and then creating strategies based on that information. The core functions of HR-acquisition, induction, compensation, development and retention of the workforce can be performed efficiently through the use of HR analytics. HR analytics can dig into the problems and issues and guide HR managers to take appropriate decisions in all the tasks. Competing on Analytics in HR and Elsewhere What should organizations do with analytics? ♦ Using analytics is good ♦ Competing on analytics is better Analytics in Human Resources ♦ Offer strategic insights into opportunities to create value through people and talent management ♦ Model and predict performance consequences of specific strategic, workforce and labor market changes ♦ Optimize investments in talent management processes and human capital capabilities Analytical Recruiting: Google ♦ Automated screening of the 100,000 job applications received each month ♦ Job applicants fill out an elaborate online survey of their attitudes, behavior, personality and biographical details ♦ Responses are fed into an algorithm that calculates a “Googlyness” score to predict how well each applicant would fit into its culture ♦ Reduced Google’s reliance on GPA and interviews—two notoriously unreliable selection methods in hiring 200 new employees each week. Source: Thomas H. Davenport – Competing on Analytics, 2009

Overview of Human Resource Management

Check Your Progress-6 26. HR policies are a

94%

MATCHING BLOCK 92/240

W

set of guidelines that determine the way in which employees are to be treated in the organization.

Identify the factors which an organization takes into consideration while framing its HR policies. a. External environment b. Organizational culture c. Organizational objectives d. All of the above 27. What are the factors that a company should take into consideration in order to frame a good HR policy? i.

91%

MATCHING BLOCK 93/240

W

HR policies need to find a balance between a number of factors like organizational objectives, individual expectations,

etc. ii. HR policies should be easy to understand and implement. iii. HR policies should treat human resources as just factors of production. iv. HR policies should not leave room for any discrimination among the employees of the organization.

a. Only i and ii b. Only i, ii, and iv c. Only i, iii, and iv d. i, ii, iii, and iv 28.

87%**MATCHING BLOCK 94/240****W**

Human resources accounting is measurement of the _____ of people for an organization.

It

100%**MATCHING BLOCK 95/240****W**

helps management to value its human resources and use it with discretion and wisdom.

a. Price and value b. Salary and incentive c. Cost and value d. Service and cost 1.8.

Human Capital Management Nobel Prize-winning economist Gary S. Becker, who coined the term "human capital," says that the basic resource in any company is the people. The most successful companies will be those that manage human capital in the most effective and efficient manner." The present day economy has been titled as "Knowledge economy".

In such an economy, it is people who make all the difference. 22

Introduction to HRM 23 1.8.1 Definition Human capital consists of the knowledge, skills and abilities of the people employed in an organization. Bontis et.al (1999) point out that 'the human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization'. Davenport says 'people possess innate abilities, behaviors and personal energy and these elements make up the human capital they bring to their work. And it is they, not their employers, who own this capital and decide when, how and where they will contribute it'. Shawn Price (President of Success Factors) defines Human Capital management as 'putting the right people in the right place doing the right things and measuring it in the right ways toward an objective or goal'. Human capital is the most important element in an organization's intellectual capital. 1.8.2 Elements of Intellectual Capital • Human capital- knowledge, skills and abilities of the people • Social Capital- networks, norms, institutions, relationships that bind together • Organizational Capital- Institutionalized knowledge possessed by the organization- Structural capital 1.8.3 Human Capital Theory Human capital theory advocates that sustainable competitive advantage is attained when the firm has a human resource pool that cannot be imitated or substituted by its rivals. Human capital theory advocates people as assets and investments by organizations in people will generate worthwhile returns. That is why people should be treated as assets rather than costs or expenditures. 1.8.4 Tangibles and Intangibles- • Tangibles are those that we can physically see, touch, hear, taste, or smell. Tangible goods are material assets that can be perceived by human senses. Examples of tangible goods are raw materials, money and jewelry. • Intangibles are those items that we can't see or touch while intangible goods are those goods which cannot be perceived by human senses. Examples of intangibles are knowledge, information and capacities.

Overview of Human Resource Management 24 • Both tangible and intangible goods are needed for the growth of a business. Human capital that includes knowledge, skills and abilities of the people; Social that includes Capital networks, norms, institutions, relationships that bind together and Organizational Capital that includes institutionalized knowledge possessed by organizations are all intangibles. 1.8.5 Differences between HRM and Human Capital Management Human capital management and Human Resource management possess many similarities when compared. Both deal with HR department of an organization. Both deal with HR functions: • Recruitment • Training • Employment Motivation • Development • Payroll or compensation • Performance Appraisal • Retirement Table 1.1 Differences between HRM and Human Capital Management HRM HCM HRM functions are according to rules and directives of the company. HCM is related to all employees' issues and other elements such as employment, utilization, compensation and development. Uses simple benchmarking techniques. Uses sophisticated modern evaluation techniques. Integration of HRM activities Interacts and integrates human capital management activities. Uses traditional and at times modern approaches. Applies tactical approach for HR practices, systems and processes. With the emergence of HCM, HRM is becoming outdated. Widely used by many firms presently. HR is the process and function of managing people. HCM is the infrastructure and applications that enable the management of people and strategy.

Introduction to HRM 25 1.8.6 Models of Human capital evaluation Methods HCM Acquisition Cost Model This model is also known as "Historical Cost model". According to Brummet- "HR costs are current sacrifices for obtaining future benefits and are therefore to be treated as Asset." The method states to capitalize organizations expenditure on Recruitment, Selection, and T&D of employees and treated as assets for Human Resource Accounting. This is the only method based on sound accounting principles and policies. Replacement Cost Model In this method the replacement cost of individuals and rebuilding cost of organizations are considered as it affects HR Asset value of both individuals and organization. Opportunity Cost Model The method is engaged to compute the monetary value and allocation of people to promising activity. Behavioral Model The model traces out the variables which appreciates/ depreciates that result in achievement of end result variables. In short, it portrays a relationship between intervening variables of human factor with organization performance. Economic Model The model was propounded by Lev & Schwartz. The model helps in valuating employees future contribution in today's worth. It is calculated through the formulae- $E(VY) = \sum PY(t+I) \sum I(T) / t-y(I+R)$ $E(Vy)$ = expected value of a Y year old persons human capital. T= persons retirement age. $Py(t)$ = probability of person leaving the organization. $I(t)$ = expected earnings of person in period I R = discount rate. Most of Indian companies like, Infosys, BHEL, SPIC, adopt Lev & Schwartz model. While valuating human resources we should consider three basic aspects, Utility, Supply, Demand. If valuation is done basing on these factors we can derive more accurate worth of the employee. Abundant supply of men generally decreases the worth of the resource. Likewise, the worth of the resource is also dependent on Utility and Demand. There should be a distinction between the

Overview of Human Resource Management 26 method of valuating non living assets and living assets (HUMAN). A non living asset's (machine's) value depreciates year by year where as value of living asset (Human) appreciates year by year as he attains experience. There is a ceiling or limitation for machine performance i.e., not more than standard capacity but there is no ceiling on the extent of performance of a living asset. So, all these aspects should be considered while valuating human capital. The method in which Human capital is valued should be rationale, fair, practical and reasonable. These valuable assets should be maintained and retained so as to enhance the relative worth of the organization. 1.9.

Role of HR executives Though HRM forms a part of every manager's job there are certain specialist roles he/

she needs to play as the HR manager. The broad outlines of the roles are briefly described in Table 1.2 Table 1.2: The Role of HR Executives Role Description Specialist Advice the management on people-related issues; convey management decisions to the employees, and employees' expectations and demands to the management; and design and implement various employee welfare initiatives.

95%

MATCHING BLOCK 96/240

W

Facilitator A large number of organizational activities require HR professional to play

a role of a facilitator. For instance, HR executives help in designing and implementing developmental activities like training, development and performance appraisal. Change Agent Takes initiatives to prepare the organization and employees to face new challenges successfully as organizational viability, adaptability and development depend to a great extent on HR managers. Controller Makes sure that the organization conducts its business within the legal framework, and develops the values of the organization, and frame its policies. Service Provider HR specialists can provide managers with information on market statistics of personnel activity-pay rates, labor laws and regulations etc. to enable managers to take decisions on various employee related issues like positioning workers etc. Executive HR specialists act as executives in certain activities like recruitment, compensation etc. Consultant Managers

80%

MATCHING BLOCK 97/240

W

may face problems while supervising employees due to lack of motivation, lack of training, job

misfit, Introduction to HRM 27 grievances related to pay etc. As consultants, HR specialists can advice managers on ways to resolve such issues. Auditor As auditors, HR managers ensure that all the

100%

MATCHING BLOCK 98/240

W

members of the management perform their respective roles concerned with the effective use of human resources.

References: Pallavi,K. V. N. and. Neeraja Rani, A.K. 'A Study on Human Capital Valuation and Management' IOSR Journal of Business and Management (IOSRJBM) ISSN: 2278-487X Volume 1, Issue 2 (May-June 2012), PP 04-07, www.iosrjournals.org 1.10.
Challenges to HR Professionals After the liberalization of the Indian economy,

90%

MATCHING BLOCK 99/240

W

markets have become very competitive and businesses have been compelled to become more service-oriented.

The task of attracting, molding, developing, and retaining valuable human resources has become very challenging in such a scenario. The expectations of the knowledge-workers have increased and they are in a position to select the employer whom they feel is the most suitable. 1.10.1 Worker Productivity

100%

MATCHING BLOCK 100/240

W

Factors like world-class quality, flexible manufacturing, and shorter product development cycles,

have led to companies revamping their

100%

MATCHING BLOCK 101/240

W

organizational culture and structure. Tall hierarchies and communication barriers have been

replaced by employee empowerment and line managers have been given the responsibility of managing people in their respective departments. The HR department has to act as a facilitator providing support to the line managers on any personnel-related issues. 1.10.2 Quality Improvement

68%

MATCHING BLOCK 102/240

W

Every company has to make efforts to improve the quality of its products and services in order to survive in highly competitive

markets. In order to achieve excellence in quality, all the employees and the top management of a company should strongly believe in and be committed to the concept of quality. There should be strong organization-wide commitment to such programs at all levels and across all functions of the organization. 1.10.3 The Changing Attitudes of Workers
Downsizing is one of the first cost-cutting measures that any company adopts to survive in the competitive market. Employees being aware of the turbulent market

dynamics, no longer believe in the concept of “job security”. For a typical Indian worker and his/her employer

87%

MATCHING BLOCK 103/240

W

balancing the demands of family and work, have become a major challenge,

with a growing population of elderly

Overview of Human Resource Management 28

people and an increasing number of single parents and dual career couples. As a result, companies have become more family-friendly.

The concept of ‘working from home’ is also gaining

importance, and organizations are thinking of providing this option to their employees. Markets across the world have opened up and have now combined to become a single global market, which is very diverse and complex.

91%

MATCHING BLOCK 104/240

W

Most companies are trying to eliminate discrimination based on religion, caste, creed, gender, ethnic background, etc., at the

workplace. 1.10.4

The Impact of the Government The economic reforms, introduced in India, in 1991, have changed the face of the Indian economy. Globalization, divestment, and liberalization are much talked about today. The various labor laws and Acts, like Trade Unions Act (1926), The Industrial Disputes Act (1947), Payment of Wages Act (1936), The Factories Act (1948), Payment of Gratuity Act (1972), etc.], formulated and amended over the years, have shaped and tuned the minds of the Indian organizations and their workforce. 1.10.5

93%

MATCHING BLOCK 105/240

W

Quality of Work Life Quality of Work Life (QWL) refers to the extent to which an employee’s work meets his/her professional needs.

QWL gets better as more and more of the employee’s needs get fulfilled. These days, organizations

65%**MATCHING BLOCK 106/240****W**

are continuously trying to improve the QWL of their employees by making work more rewarding, reducing their anxieties, encouraging

their

100%**MATCHING BLOCK 107/240****W**

participation in work and employment-related decisions, and team building. 1.10.6

Technology and Training In India, technological changes have been rapid and radical of late. Organizations have come to realize the importance and advantages of the latest improved technologies. Thus, training and development of employees has become a continuous process for the survival of and progress in any organization. Activity: Sunder Yadav has been working in the Personnel department of Jain Textiles Ltd. for the last 20 years. He became the Personnel Manager of the company in 2016. For various reasons, the company's performance began deteriorating in 2017 and people started leaving for better opportunities elsewhere. In January 2021, the company was acquired by International Textiles, a big name in the industry. It was agreed that Jain Textiles could operate as a separate unit, provided it abided by the principles and procedures of the parent company.

Contd.....

Introduction to HRM 29

The centralized human resource department of International Textiles would look after the needs of the employees. The acquisition saw more resignations coupled by an influx of a number of new, young employees. Sunder Yadav, now held the position of Deputy Manager (HR) as part of a larger department, which followed modern principles of HRM. What do you feel are the challenges that were faced by Sunder Yadav, as an HR professional in the new scheme of things?

Answer: 1.11.

Latest Fields of HRM In the current global work environment, HR has to undertake diverse responsibilities and focus on networking and professional development activities to accomplish organizational goals because of which new fields are emerging. 1.11.1

Strategic Human Resource Management Strategic HRM refers to

100%**MATCHING BLOCK 108/240****W**

the optimum utilization of human resources to achieve the set goals and objectives

of the organization in the business environment. These can be achieved, only when they are properly aligned

84%**MATCHING BLOCK 109/240****W**

with the organizational strategy and with the strategies of other functional areas like finance and marketing.

Strategic

human resource management (SHRM) on a holistic note deals with broader organizational issues like, change in organizational culture structure and effectiveness. These are mainly aimed at increasing overall performance of the organization mapping its resources to the requirements that arise in future. Having said that future is uncertain, it also emphasizes upon the change management by keeping necessary knowledge management practices in place and training the personnel on a regular basis in order to increase the effectiveness and efficiency.

63%**MATCHING BLOCK 110/240****W**

Strategic HR planning involves designing HR goals in sync with the organizational goals, identifying the human resources required to achieve these goals, and then developing these resources internally or acquiring them from outside. It also involves the development and implementation of new HR initiatives

that are required to accomplish organizational goals. Strategic HRM is especially important in the information technology (IT) industry as it depends more on human resources and their capabilities. The IT industry is a highly competitive market and therefore, planning of resources,

Overview of Human Resource Management 30

acquiring them, developing them, and retaining them are all very complex and challenging tasks. 1.11.2

Global Human Resource Management (GHRM) or International Human Resource Management (IHRM) GHRM or IHRM is the process of employing and developing people as per global standards. Globalization, work-force diversity and cultural diversities have led to the development of Global Human Resource Management. GHRM is all about aligning the policies and procedures, rules and regulations, pay and perks, trends and practices, and benchmarking the standards of the home country on par with the global standards with a global mindset. International HRM gains its relevance in the present scenario when organizations across the globe are participating in sharing technologies and services to global customers thereby expanding the reach. This perhaps has implications on levels of centralization-decentralization and devolvement that is witnessed across the regions, countries and their corporate headquarters. At this juncture, the role of global HR professionals stands significant. Eventually inviting and invoking cross national working and interpretations which are carefully observed and captured at Global centers of HR Excellence. Sharing the services will have tremendous impact on the international Human resource professionals in a way the presents new control systems to check the response, keeping the organizational interest in mind. During 1980's a large number of multinational organizations have started to split the functions of HR customizing it on country-by-country basis, while, the rest of the organizations aligned in global business lines, as a result achieving objectives has become difficult. Diversity, employment laws prevailing in the countries were making implementation of HR functions more challenging. As a result many organizations started to streamline the HR functions by appointing global executive HR managers/directors creating a new position in organizational structure by creating new reporting relationship solely for human resource management. This has become more apparent that HR began to see a major transformation during late 1990's. It also has to formulate and implement resourcing, development; career management and remuneration strategies, policies and practices which can be applied to an international workforce. In addition, it involves managing the diversified workforce globally. Companies must evolve their human resources policies as per global standards. The challenges of GHRM are: • Managing the complexity of diversified workforce • Managing cultural diversity

Introduction to HRM 31 • Managing communications- language differences and electronic communications • Attracting and retaining high quality staff with world-wide capabilities HR policies and practices have to pay special attention on recruitment and selection practices, compensation planning, career planning, and management development policies.

1.11.3 Electronic Human Resource Management (e-HRM) E-HRM is the new field of technology that is widely spreading in organizations around the world. The processing and transmission of digitalized HR information is called Electronic Human Resource Management (e-HRM). E- HRM is a way of implementing HR strategies, policies, and practices in organization through a conscious and direct support of and/or with full use of web-technology based channels. E-HRM is the application of IT for HR practices which enables easy interactions within employees and employers. Technology advancement has reshaped HR activities like recording payroll, employee personal data, performance management, training, recruitment and strategic orientation. It decreases the paperwork substantially and allows easy access to voluminous data. The employee can also keep track of his/her achievements without having to go through litigious procedures. It uses intranet or other web technology channels. It can also be used for implementation of different HR strategies. The authorization of different HR functions can be distributed through E-HRM. EHRM is based on six premises:

- Information Technology • Process-Reengineering • High speed management • Networking • Knowledge Management • Globalization

1.11.4 Q Human Resource Management (QHRM) Decision-making is a crucial activity in management and this cannot be done on a trial and error basis. Quantitative method approach is a scientific approach to managerial decision-making. Quantitative approach to management requires that decision problems be defined, analyzed, and solved in a conscious, rational, systematic, and scientific manner- based on data, facts, information, and logic- Overview of Human Resource Management 32 and not on mere whim and guess. In all major functions of HRM, quantitative tools are used because of its reliability and validity. The effectiveness of HR managers is abundantly increasing through the application of quantitative techniques and through QHRM, organizations are able to solve crucial problems in time with greater precision and accuracy.

Check Your Progress-7 29. In recent times,

82%

MATCHING BLOCK 111/240

W

the business environment has become very fluid and turbulent. Markets have become competitive and businesses have been forced to become more service-oriented. In this

regard, what is/are the challenge(s) faced by HR professionals? a. Inducing worker productivity b. Quality improvement of products and services c. Changing attitude of the workforce d. All of the above 30. In the role of a/an _____, an HR specialist is

100%

MATCHING BLOCK 112/240

W

responsible for ensuring that all members of the management perform their respective roles concerned with the effective use of human resources.

a. Auditor b. Service provider c. Executive d. Consultant 31.

100%

MATCHING BLOCK 113/240

W

Many companies believe that it is important to be lean and mean

in order to survive in highly competitive markets. Which of the following concepts has become outdated in recent times?

a. World-class quality b. Job security c. Flexible manufacturing d. Short product development cycles 32. Improving the

Quality of Work Life (QWL) is a challenge to HR professionals in

today's fluid and turbulent market. What does QWL refer to?

a. A balance between personal life and work life b. Belief

90%

MATCHING BLOCK 114/240

W

that it is better to be lean and mean to survive in a competitive market

c. An orientation towards improving the quality of products and services

Introduction to HRM 33 d.

88%

MATCHING BLOCK 115/240

W

The extent to which an employee's work meets his/her professional needs 33.

100%

MATCHING BLOCK 116/240

W

Strategic human resource management is the optimum utilization of human resources to achieve the set goals and objectives in the business environment.

Which of the following is not associated with strategic human resource planning? a. Designing

58%

MATCHING BLOCK 117/240

W

HR goals in alignment with goals of the organization b. Identifying human resources required to achieve goals and then arranging for such resources c. The conception and implementation of new HR initiatives required to accomplish organizational goals

d. Orienting the organization in such a way that it has a short product development cycle 34. The quality of work life (QWL) gets better when more and more of the employee's professional needs are satisfied. Organizations today are trying hard to improve the QWL for their employees. Several measures lead to improvement of the QWL. Identify the measure which does not lead to improvements in QWL? a. Reducing employees' anxieties b. Encouraging team building c. Encouraging employee participation in work d. Identifying mistakes in placements and rectifying them 35. _____

100%

MATCHING BLOCK 118/240

W

is the optimum utilization of human resources to achieve the set goals and objectives in the business environment.

a. Strategic human resource management b. Human resource planning c. Scientific management d. Strategic management 1.12. Summary •

72%

MATCHING BLOCK 119/240

W

The term human resource refers to the knowledge, skills, creative abilities, talents, aptitudes, values, etc. of an organization's workforce

in totality.

62%

MATCHING BLOCK 120/240

W

Human resource management is considered one of the most difficult and challenging areas in modern management. •

85%

MATCHING BLOCK 121/240

W

HRM is a process consisting of four functions -- acquiring, developing, motivating, and retaining human

resource. • There are three main approaches to HRM, namely, the scientific management approach, the human relations approach, and the human
Overview of Human Resource Management 34 resources approach. Of these, the human resources approach has gained importance in the recent times. According to this, organizational objectives and employee needs are treated as mutual and compatible, and as issues that can be dealt together. • The functions of HRM can be broadly classified as managerial functions (which include planning, organizing, staffing, directing, and controlling) and operative functions (which include employment, human resources development, compensation, and employee relations). • HR policies refer to

64%**MATCHING BLOCK 122/240****W**

the set of guidelines, which determine the way in which employees should be treated in an organization.

HR procedures are specific applications or actions that help the management to implement the HR policies of the organization. • With the emergence of

91%**MATCHING BLOCK 123/240****W**

turbulent and dynamic markets, the values and expectations of the workforce have

changed. As a result, the role of an HR manager has evolved from that of a passive observer, to one of an innovative and proactive key player. • Broadly,

73%**MATCHING BLOCK 124/240****W**

the specialist role of the HR manager takes the form of a service provider, executive, facilitator, consultant,

and auditor. • Today, HR professionals face a number of challenges in the form of worker productivity, which is affected by organizational culture and structure, growing emphasis on the quality of products and/or services, changing composition and attitudes of the workforce, changing government policies, increasing emphasis on quality of work life, and acceptance of newer and better technologies which require continuous training and development of employees. • Strategic HRM refers to

85%**MATCHING BLOCK 125/240****W**

the optimum utilization of human resources to achieve the set goals and objectives in the business environment. It involves designing HR goals in alignment with organizational goals. 1.13.

Glossary • Bonus:

A share in the company's surplus for an employee that is directly related to the performance of the organization. • Career planning and development:

It refers to identifying an individual's career

goals and formulating plans to enable him/her attain them through education,

work experience, etc. Career development considers an individual's goals from the organizational perspective, whereas career planning considers the individual's

perspective. • Compensation: All the extrinsic rewards received by

72%**MATCHING BLOCK 126/240****W**

an employee, during and after the course of his/her job, for his/her contribution to the organization. •

Controlling: The managerial function that involves measurement and rectification of activities to ensure that events conform to plans.

Introduction

to HRM 35 • Directing: The managerial function that involves channelizing all the available resources toward the common organizational goals. • Employee relations: It deals with developing relationships between employees, their managers, and the organization, and contributes to the well-being of the organization. • Employment: The operative function that involves sourcing and employing individuals with suitable knowledge, skills, experience, and aptitude that are necessary to perform various jobs. • Fringe benefits: Monetary and non-monetary benefits received by

87%**MATCHING BLOCK 127/240****W**

employees during their employment, and sometimes, even in the post- employment period. •

HR policies: These refer to

72%**MATCHING BLOCK 128/240****W**

the set of guidelines, which determine the way in which employees should be treated in an organization. They are based on the

objectives and culture of the organization and the external environment. • Human resource accounting: It is the

100%**MATCHING BLOCK 129/240****W**

measurement of the cost and value of people for an organization.

It helps the management to value and utilize its human resources with discretion and wisdom. •

46%**MATCHING BLOCK 130/240****W**

Human resource development (HRD): The process of training and developing employees, so as to improve and update their knowledge and skills, in order to enable them to perform their jobs better. •

Human resource planning: It involves matching future human resource needs with supply. •

75%

MATCHING BLOCK 131/240

W

Incentives: The rewards earned by an employee, in addition to regular wages or salary, based on

his/her performance and the performance of the team or the organization. • Induction: Induction refers to introducing a new employee to the organization's business, culture, values beliefs, practices, and procedures. It helps the employee get acquainted with the various tasks of his/her new job. • Job analysis: The process by which the tasks, which comprise a job

75%

MATCHING BLOCK 132/240

W

are determined, and the skills and abilities required to perform it successfully are identified. • Job evaluation: It is

a systematic determination of

93%

MATCHING BLOCK 133/240

W

the value of each job in relation to other jobs in the organization, industry, and

market. • Management development: It involves developing the employees of an organization, to meet the future changes and challenges. • Organizing: The managerial function that involves setting up an intentional structure of roles for employees in an organization. • Performance appraisal: The process of evaluating

89%

MATCHING BLOCK 134/240

W

the performance of an employee on the job and developing a plan for improvement. •

Personnel/Human resource management: An organizational function which facilitates the optimum use of people (employees) to attain organizational and individual objectives. • Placement: Placement of selected candidates is decided upon when they convey their acceptance of the offer of employment by an organization. Overview of Human Resource Management 36 • Planning: The managerial function that involves formulating the future course of action. •

86%**MATCHING BLOCK 135/240****W**

Quality of Work Life (QWL): The extent to which an employee's work meets his/her professional needs. •

Recruitment: The process of searching and attracting prospective candidates against a vacancy in an organization. •

Selection: The process of identifying and ascertaining the credentials of a candidate for a job. • Staffing: The managerial function that involves acquiring

87%**MATCHING BLOCK 136/240****W**

and maintaining capable and competent personnel in various positions at all levels

75%**MATCHING BLOCK 137/240****W**

in the organization. • Strategic HR planning: It involves designing HR goals in sync with the organizational goals, identifying the human resources required to achieve these goals, and then developing these resources internally or acquiring them from outside. •

Training: The systematic development of the knowledge, skills, and attitudes in an individual, which are required to perform a given task or job successfully. • Wage and salary administration: It refers to the process of formulating and operating a suitable wage and salary program. 1.14. Self-Assessment Test 1. HRM is one of the most difficult and challenging areas in modern management. Define HRM. Explain the concept of HRM and the various approaches to HRM. 2. The functions of HRM can be broadly classified as managerial functions and operative functions. Explain these functions. 3.

66%**MATCHING BLOCK 138/240****W**

The specialist role of the HR manager broadly takes the form of a service provider, executive, facilitator, consultant,

and auditor. Explain. What are the challenges being faced by HR professionals in the changing market scenario? 4. Briefly explain: • HR policies and procedures • Emerging role of human resource management • Strategic human resource management. 1.15. Suggested Readings/Reference Material 1. Gary Dessler & Biju Varrkey Human Resource Management.

Pearson Education; Sixteenth edition, 2020 2. David A. Decenzo; Stephen P. Robbins and Susan L. Verhulst, "Human Resource Management," Wiley; Eleventh edition, 2015. 3. Pravin Durai. Human Resource Management. Pearson Education, 2020

Introduction to HRM 37 4. Case Studies in Human Resource Management. Dreamtech Press, 2020 5. L M Prasad. Human Resource Management. Sultan Chand & Sons, 2018 6. "History of Management Theories" <http://www.managementhelp.org/mgmt/history.htm>, (Accessed on October 4 th 2021) 7. "Challenges for HR Managers" <http://www.zeromillion.com/business/hrm.html>, (Accessed on October 4 th 2021) 8. "7 Trends That Will Shape the Future of HR" February 10 th 2020 (Accessed on: October 4 th 2021), <https://www.hrtechnologist.com/articles/culture/7-trends-that-will-shape-the-future-of-hr-2/> 1.16.

Answers to Check Your Progress Questions Following are the answers to the Check Your Progress questions given in the Unit. 1. (

a) Human resources

95%

MATCHING BLOCK 139/240

W

Human resource refers to "the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the values, attitudes and beliefs of the individuals involved."

This is according to a definition by Leon C. Megginson. 2. (

a) Only ii and iii Traditional approaches to personal management emphasize on command and control. The new approaches emphasize on greater support and freedom. 3. (d) Only ii and iv Before 1980s, conformity and consistency were the hallmarks of management policy. However, the new approaches to human resource management are characterized by greater support and freedom to the employee. 4. (a) Retention Retention function is a process in human resource management, which

100%

MATCHING BLOCK 140/240

W

is concerned with providing a conducive work environment to the employees and nurturing them, to make them feel committed and attached to the organization.

100%

MATCHING BLOCK 141/240

W

The development function has three dimensions -- employee training, management development, and career development. The motivation function includes, identifying the individual motivational needs of

the employees and identifying ways to

Overview of Human Resource Management 38
motivate them.

100%**MATCHING BLOCK 142/240****W**

The acquisition function starts with planning for the number and categories of employees required and ends with staffing. 5. (

b) Only i and iii The development function of human resource management

88%**MATCHING BLOCK 143/240****W**

has three dimensions -- employee training, management development, and career development. The retention function

of human resource management deals with providing a work environment which is conducive

100%**MATCHING BLOCK 144/240****W**

to the employees and nurturing them to make them feel committed and attached to the organization. 6. (

c) Workers had very few opportunities to use their judgment.
The "one best way" method to accomplish a task involved little mental effort and high degree of standardization. One limitation was that there were few opportunities for the workers

82%**MATCHING BLOCK 145/240****W**

to use their judgment or make their own decisions. However, advocates of this approach pointed out that

this was not a serious limitation, as most workers (

83%**MATCHING BLOCK 146/240****W**

of that time) did not have much formal education and employed minimum knowledge and skill in their work. 7. (

c) This concept led Taylor to oppose the differential piece-rate system.

94%**MATCHING BLOCK 147/240****W**

The concept of the 'economic man' suggested that a worker was basically motivated by economic gain and that financial incentives alone could maximize the worker's output. This concept led Taylor to propose the differential piece-rate system.

95%**MATCHING BLOCK 148/240****W**

Taylor expected workers to maximize production in order to satisfy their

need for money, which he considered as their only work-related need. 8. (c) Labor-management relations deteriorated in some companies.

97%**MATCHING BLOCK 149/240****W**

The rise of unionism gave workers the legal right to organize and to bargain collectively. The issues varied from wages and benefits to job security and working conditions. Though unionization led to the deterioration of labor-management relations in some companies, by and large, it led to greater acceptance of the principles of human relations. 9. (

a) Organizational goals and employee needs are mutual and compatible.

83%**MATCHING BLOCK 150/240****W**

The human resources approach treats organizational objectives and employee needs as being mutual and compatible.

It suggested that people should be treated

100%**MATCHING BLOCK 151/240****W**

as resources rather than as factors of production or as human beings, who act on the basis of emotions alone.

Introduction to HRM 39

Before the advent of scientific management,

100%

MATCHING BLOCK 152/240

W

all employees were considered to be equal in terms of productivity. 10. (

d)

85%

MATCHING BLOCK 153/240

W

A worker is basically motivated by economic gain; financial incentives alone could maximize the worker's output.

84%

MATCHING BLOCK 154/240

W

Managing people is one of the biggest challenges for any manager because individuals differ from each other in terms of their values, attitudes, beliefs and culture.

Also, these days, the expectations of the employees are much higher compared to the previous years; they know that

100%

MATCHING BLOCK 155/240

W

they are valuable assets and demand to be treated as such.

And finally,

89%

MATCHING BLOCK 156/240

W

the stimulating and motivational factors may not be the same for all the employees.

People management would not be such a big challenge if all workers were

90%

MATCHING BLOCK 157/240

W

basically motivated by economic gain and if financial incentives alone could maximize the worker's output. 11. (

b) Only i and iv The functions of human resource management can be classified into two broad categories -- managerial and operative functions. Planning is one of the managerial functions; employment is one of the operative functions. 12. (b) Controlling Controlling is a managerial function that involves measurement and rectification of activities, to ensure that events conform to plans. Directing is a process of directing all the available resources towards the common organizational goals. Employee relations and human resource development are operative functions and not managerial functions. 13. (c) Directing It is the process of directing

95%

MATCHING BLOCK 158/240

W

all the available resources, toward the common organizational goals. Direction is a vital management function, which ensures maximum employee contribution and also helps in establishing sound industrial and human relations. It also involves coordination between different departments to ensure maximum utilization of all resources, including human resources. 14. (

d) Organizing Human resource management functions can be classified into two broad categories, namely, managerial and operative functions. Organizing and planning are two of the managerial functions, whereas human resources development and employee relations are two of the
Overview of Human Resource Management 40
operative functions. Organizing involves establishing an intentional structure of roles for the employees. 15. (a) Induction and orientation

76%

MATCHING BLOCK 159/240

W

After planning, organizing, staffing and directing the various activities of HRM, performance is verified in order to ensure that the HRM functions comply with the plans and directions. Auditing training programs, analyzing labor turnover records, directing morale surveys, and conducting exit interviews are some of the

ways of controlling the HRM function. The staffing function includes induction and orientation activities. 16. (c) Identifying and developing suitable and reliable testing techniques

82%

MATCHING BLOCK 160/240

W

Job analysis is the process by which the tasks which comprise the job are determined and the skills and abilities required to perform it successfully are identified. It is the process of studying and collecting information pertaining to the operations and responsibilities of a specific job. It involves preparing job description, job specification, job requirements, and employee specification so that the HR manager can determine the nature, levels and quantum of human resources required

and providing

83%

MATCHING BLOCK 161/240

W

the guides, plans, and basis for job design and redesign. It also forms the basis for all operative functions of HRM.

Identifying and developing suitable and reliable testing techniques is a part of the selection activity. 17. (b) Induction Introducing a new employee to the organization, its business, its culture, its values and beliefs, and practices and procedures, is termed as induction. 18. (d) Conducting

89%

MATCHING BLOCK 162/240

W

follow-up study and evaluating employee performance so as to determine how well the

employee is accustomed to the job The selection process deals with scanning the application forms, identifying and developing suitable and reliable testing techniques, evaluating the candidates, and deciding their salary and benefits. Conducting

89%

MATCHING BLOCK 163/240

W

follow-up study and evaluating employee performance, so as to determine how well the

employee is accustomed to the job is an aspect of the placement function

50%

MATCHING BLOCK 164/240

W

of HRM. 19. (a) Employment Employment is the first operative function of human resource management. This involves procuring and employing individuals with suitable knowledge, skills, experience and aptitude necessary to

Introduction to HRM 41
perform various jobs. It includes

100%

MATCHING BLOCK 165/240

W

functions such as job analysis, human resource planning, recruitment, selection, placement, and induction.

Planning, organizing and staffing are all managerial functions. 20. (a) Placement

84%**MATCHING BLOCK 166/240****W**

The purpose of employment selection is to choose the right candidate for a job. The process of identifying and establishing the credentials of a candidate for a job to ensure success is referred to as selection.

90%**MATCHING BLOCK 167/240****W**

After a selected candidate conveys his/her acceptance of the offer of employment made by
the company, his/her

50%**MATCHING BLOCK 168/240****W**

placement has to be decided, based on the company's needs. The needs of the individual should also be given due consideration wherever possible. This

step is called placement. 21. (a) Performance appraisal Performance appraisal includes an assessment of the strengths and weaknesses of
a company's employees, and includes the formation of

71%**MATCHING BLOCK 169/240****W**

a development plan in consultation with them individually to prepare them for future tasks and responsibilities.

72%**MATCHING BLOCK 170/240****W**

Career planning and development refers to identifying one's career goals and formulating plans of reaching them through various means like education, work experience, etc.

Training is the systematic development of the

100%**MATCHING BLOCK 171/240****W**

knowledge, skills and attitudes required to perform a given task or job successfully, in an individual.

Management development is the concept of developing

100%

MATCHING BLOCK 172/240

W

the employees of an organization to meet future changes and challenges. 22. (

a) Training The systematic development of knowledge, skills and attitudes in an employee, required to perform a given task successfully, is termed as training. Management development is the concept of developing

100%

MATCHING BLOCK 173/240

W

the employees of an organization to meet future changes and challenges.

Career planning refers to
identifying

88%

MATCHING BLOCK 174/240

W

one's career goals and formulating plans of reaching them through various means.

Finally, performance appraisal is the process of evaluating employee performance on the job and developing a plan for improvement. 23. (a) Only i and ii

90%

MATCHING BLOCK 175/240

W

Wage and salary administration includes conducting wage and salary survey in the market and in the industry, determining wage and salary rates,

implementing wage and salary administration programs, and evaluating the effectiveness of these programs. On the other hand, employee relations deal with keeping the employees satisfied and motivated and increasing employee productivity.

Overview of Human Resource Management 42 24. (d) i,
ii, iii, and iv An average employee expects the manager to
lend

support and guidance whenever required, have faith and confidence in the abilities of the employee, be genuinely interested in the employee and
the employee's work and finally,

100%**MATCHING BLOCK 176/240****W**

be willing to listen and accept concrete and valuable ideas. 25. (

c) Only i and ii Employee relations include

100%**MATCHING BLOCK 177/240****W**

designing and implementing a fast and suitable grievance management system

and improving the quality of work life and personal life of

56%**MATCHING BLOCK 178/240****W**

the employees. Performance appraisal deals with designing a performance appraisal system that suits the organizational needs and culture, and training the employees in conducting appraisals. 26. (

d) All of the above An organization frames its HR policies based on the external environment, organizational culture, and organizational objectives. 27. (b) Only i, ii, and iv A good

55%**MATCHING BLOCK 179/240****W**

HR policy should be easy to understand and implement and should not leave room for any discrimination among

the employees of the organization. It needs

89%**MATCHING BLOCK 180/240****W**

to find a balance between a number of factors like organizational objectives, individual expectations,

etc. If the

84%**MATCHING BLOCK 181/240****W**

organization treats human resources as just factors of production, the HR department would have a limited role to play. 28. (

c) Cost and value

93%

MATCHING BLOCK 182/240

W

Human resources accounting is measurement of the cost and value of people for an organization. Till recently, people were not accounted as resources and no value was attributed to their contribution. However, in recent times, the criticality of the contributions of human resources has been acknowledged and recognized; the concept of attributing an appropriate value

to

100%

MATCHING BLOCK 183/240

W

the worth of human resources of an organization has become popular. 29. (

d) All of the above The challenges faced by the HR professionals are worker productivity, quality improvement of products and services, and changing attitudes of the workforce. 30. (a) Auditor In the role of an auditor, the HR specialist ensures

100%

MATCHING BLOCK 184/240

W

that all members of the management perform their respective roles concerned with the

Introduction to HRM 43
effective use of human resources. Managers

100%

MATCHING BLOCK 185/240

W

need information to make decisions on various employee-related issues like deployment of personnel,

and the HR specialist provides such information in the role of a service provider. Carrying out certain HR activities like recruitment, compensation, etc. pertains to the role of an executive. Managers may face many problems while supervising employees. In such a situation, the managers

100%

MATCHING BLOCK 186/240

W

seek the advice of HR specialists to resolve such problems smoothly.

In this case, the HR specialist acts as a consultant. 31. (b) Job security

75%

MATCHING BLOCK 187/240

W

The concept of 'job security' has become outdated since no employee knows when he/she might be asked to leave an organization and search for another job.

Shorter product development cycles, flexible manufacturing, and world-class quality are regarded as prerequisites for survival in today's highly competitive markets. 32. (d)

88%

MATCHING BLOCK 188/240

W

The extent to which an employee's work meets his/her professional needs

92%

MATCHING BLOCK 189/240

W

Quality of Work Life (QWL) refers to the extent to which an employee's work meets his/her professional needs.

Every employee has

93%

MATCHING BLOCK 190/240

W

some expectations from work, like a sense of satisfaction or achievement, security, a high self-esteem, etc. The quality of work life gets better when more and more of these employee needs are

satisfied. 33. (d) Orienting the organization in such a way that it has a short product development cycle

82%

MATCHING BLOCK 191/240

W

Strategic HR planning involves designing HR goals in alignment with the goals of the organization, identifying the human resources required to achieve these goals, and then developing these resources internally or acquiring them from outside. It also includes the conception and implementation of new HR initiatives required to accomplish organizational goals.

Option (d) is not relevant. 34. (d) Identifying mistakes in placements and rectifying them

100%

MATCHING BLOCK 192/240

W

Organizations in today's world are continuously striving to improve the quality of work life for their employees by making work more rewarding, reducing employee's anxieties, encouraging employee participation in work and employment-related decisions, and team building.

Identifying mistakes in placements and rectifying them is part of the placement function.

Overview of Human Resource Management 44 35. (

a) Strategic human resource management Strategic human resource management refers to

100%

MATCHING BLOCK 193/240

W

the optimum utilization of human resources to achieve the set goals and objectives in the business environment. 45

Unit 2 Organizational Structure and HRM 2.1.

Introduction

In

the previous unit, we have discussed the concept of strategic human resource management. We have learnt that strategic human resource management involves designing human resource goals in alignment with organizational goals. In this unit, we will discuss

organizational structure, and understand its importance in the field of human resource management. An organization comprises a group of individuals who work in coordination at different levels of authority and in different areas of specialization in order to achieve organizational goals. These individuals need a well-defined structure and system for synchronizing and directing their plans and activities toward the organization's goals.

Organizational structure refers to the defined relationships among the elements of an organization, namely, people, tasks, structure, and information and control processes that characterize all organizations. This unit will explain the relationship between organizational structure and human resource management. We shall then move on to discuss formal and informal organizations, and distinguish between tall and flat organizational structures. We will discuss the concepts of responsibility, authority, and accountability, and then study the reasons for conflict between the line and staff 2.1.

Introduction 2.2. Objectives 2.3. Organizational Structure and Human Resource Management 2.4. Formal and Informal Organizations 2.5. Tall and Flat Organizational Structures 2.6. Responsibility, Authority, and Accountability 2.7. Line and Staff Functions 2.8.

Operational and Strategic Role of HRM 2.9.

Summary 2.10. Glossary 2.11. Self-Assessment Test 2.12. Suggested Readings/Reference Material 2.13. Answers to Check Your Progress Questions

Structure

Overview of

Human Resource Management 46

functions. Finally, we would discuss the relationship of human resource management with the other functions in the organization. 2.2.

Objectives By the end of this unit, students should be able to: •

Relate organizational structure and human resource management. • Explain the features of formal and informal organizations. • Discuss the features of and difference between tall and flat organizational structures. • Define and compare between responsibility, authority, and accountability. • Define and identify the line and staff functions in an organization. • Recognize the importance of human resource management in relation to other organizational functions.

2.3. Organizational Structure and Human Resource Management An organization, operating in a relatively stable and known environment, faces chaos and turbulence when exposed to changes in the environment. These changes may be legal and political, technological, or economic and market changes. They may upset the organizational equilibrium. The extent to which this is affected depends upon the structure of the organization. Based on a survey of British firms in the 1950s, Burns and Stalker classified firms into mechanistic and organic organizations. In a mechanistic organization, power and authority lie in the hands of a few people, and the tasks and duties of all the employees are clearly specified. On the other hand, an organic organization is characterized by flexibility, value for knowledge, low formalization and authority levels, and a decentralized management. Mechanistic organizations fail to survive and achieve success in a highly competitive market while organic organizations are more suitable for operating effectively in dynamic environments as they react fast and adapt easily to changes. Check Your Progress-1 1. _____

refers to the 'defined relationships among the elements of an organization, namely people, tasks, structure, and information and control processes that characterize all organizations'.

a. Organizational climate

Introduction to HRM 47 b. Organizational structure c.

Organizational behavior d. Organizational culture 2. Burns and Stalker conducted a survey of British firms in 1950s, and based on this survey, they categorized the firms into two types. Identify the two types. i. Formal organization ii.

Mechanistic organization iii. Informal organization iv. Organic organization a. i and ii b. i and iii c. ii and iii d. ii and iv 3. An organic structure is characterized by flexibility, low levels of formalization and authority, and a decentralized style of management. In what kind of environment would such a structure be most suitable? a. Static and low level of competition b. Dynamic and high level of competition c. Static and high level of competition d. Dynamic and low level of competition 4. Which of the following is not a characteristic of an organic structure? a. Flexibility b. Value for knowledge c. Low level of formalization d. Centralized style of management 5. Which of the following organizational structures is characterized by a low level of formalization and authority? a. Bureaucratic organizational structure b. Mechanistic organizational structure c. Organic organizational structure d. Vertical organizational structure 6. Why is it necessary for a firm to adopt an organic organizational structure if it wants to operate effectively in a dynamic and uncertain environment? a. High level of formalization b. Ability to react fast and adapt easily

Overview of Human Resource Management

c. Technical methods, and duties and powers associated with each functional role are defined precisely d. Decision making by vertical consultations rather than lateral consultations Activity: At Sameer & Sons, the basic objective is to satisfy customers by providing them with good quality products and/or services, and the company has adopted the mechanistic structure of organization to ensure that the employees work hard to achieve this objective. What are the characteristics of this type of

organizational structure? On the basis of an organization's ability to react to

environmental changes, what is the other type of structure? Compare it with the mechanistic organizational structure.

Answer: 2.4. Formal and Informal Organizations In any organizational structure, both formal and informal organizations co- exist. They define the path of communication and method of sharing information, and are part of the whole organization. In some cases, both formal and informal organizations share common goals, whereas in others, their goals are divergent.

2.4.1 Formal Organization In a formal organization, the reporting channels and work relations are pre-defined, and accountability and responsibility are fixed for all the roles. A formal organization is the basic framework according to which the work flows. In designing a formal organization, care should be taken to ensure there are no hindrances in the flow of work.

2.4.2 Informal Organization An informal organization is formed by the ad hoc and random collection of employees who come together in an informal environment and share common interests, ideas, and opinions. It is formed by employees without any formal objectives or goals. These informal groups can indirectly contribute to, or obstruct the achievement of organizational objectives. An informal association

48 Introduction to HRM 49 among members enables the members to gather useful information through the 'grapevine' which supplements or

complements communication through formal channels. 2.5. Tall and Flat Organizational Structures The concept of tall and flat organizational structures deals with the span of control and the number of hierarchical levels in the organization. (Span of control refers to the number of subordinates a person can effectively manage.) A tall organization is characterized by a number of hierarchical levels but a narrow span of control. This helps in close supervision and provides for continuous interaction between the supervisor and his/her subordinates. On the other hand, a flat organization is characterized by fewer hierarchical levels but a wide span of control. These organizations have many subordinates under one supervisor. As a result, flat organizations require well-trained management teams capable of taking decisions at lower levels. In order to build an efficient flat organization structure, an organization should reduce communication barriers, build a strong and wide network of communication channels, and reduce the administrative gaps between management levels.

Usually, all the startup companies will have flat organization structure. Exhibit 2.1 shows two companies that follow flat organization structure.

Organizations operating in fast paced and demanding environments must reduce the levels in their organizational hierarchy and allow the employees at lower levels to take decisions. This enables the organizations to respond quickly to the environmental changes. However, not all organizations need to become flat. Whether a tall or flat organization structure is suitable depends on factors like organizational goals, administrative requirements, needs and capabilities of employees, performance and production demands, firm size, competitive forces, economic conditions, and the

organization's history and culture. Exhibit 2.1: Flat Organization Structure Valve Corp., a video game development company, has been "boss free" since 1996. Each employee's pay is determined by their peers, and instead of promotions there are simply new projects to tackle. The company's 300 employees even put their desks on wheels, making it easier to move around the offices for collaboration and meetings. Companies young and old, big and small have embraced this concept. W.L. Gore. This company, founded in 1958, most commonly known as the maker of Gore-Tex, uses a "lattice" management structure to allow 10,000 employees to work without bosses. They with the goal of gaining their peers' respect.

Overview of Human Resource Management 50 Source: Adapted from <https://www.modis.com/en-us/resources/employers/how-a-flat-organization-chart-builds-trust-and-develops-talent/>, January 2020 (Accessed on October 5 th 2021)

Check Your Progress-2 7. It is an organizational set-up that is formed when the employees in an organization get together in an informal environment such as a canteen, to share common interests, ideas, and information. Identify the organizational set-up referred to here. a. Formal organizational set-up b. Informal organizational set-up c. Centralized organizational set-up d. Decentralized organizational set-up 8. What is meant by 'span of control'? a. It is the optimum number of supervisors that a person can have. b. It is the optimum number of subordinates a person can effectively manage. c. It is the optimum number of steps in the organizational chain of command. d. It is the maximum number of steps in the organizational hierarchy. 9. The selection of a tall or flat organizational structure is dependent on a number of factors. Identify the alternative that is not one of these factors. a. Organizational goals and competitive forces b. Employee capabilities and needs c. Size of the firm d. Political forces

Activity: Betty Inc., a US-based cell phone manufacturing company, has only two designations for its employees, namely, executives and managers. There are about 35 executives working under the supervision of each manager. What type of organizational structure does the company have? What are the characteristics of this type of an organization that differentiate it from other organizations that have a more hierarchical structure? Answer:

Introduction to HRM 51 2.6.

Responsibility, Authority and Accountability For a manager, one of the key areas of decision making is delegation, the success or failure of which has a significant impact on his/her performance. The following portion discusses the concepts of responsibility, authority, and accountability, and examines the relationships among them. 2.6.1 Responsibility Responsibility refers to "one's obligation to perform the function assigned to the best of one's ability in accordance with directions received." (

Edwin B Flipppo) The key principles which should be taken care of while delegating responsibility are: • It should improve the working of the organization. • It should contribute positively to the organization. • The responsibilities of the employees should not overlap. • The boundaries of the responsibility given to an employee should be fixed. • There should be no gaps in the delegation chain as this will result in an unaccomplished task. 2.6.2 Authority When a responsibility is delegated, it should be accompanied by the authority necessary to carry it out. Authority refers to the right to give orders and the power to demand obedience from others in the process of discharging the responsibility. Authority enables managers to act, exert influence, and make decisions while carrying out their responsibilities. Wrong delegation of authority might result in an unsuccessful discharge of responsibility or a misuse of authority. Responsibility is related to the functions assigned to a role, while authority is related to responsibility. 2.6.3 Accountability Accountability refers to the employee's answerability to his/her superior for the performance of a task when the responsibility and the authority to perform have been delegated to him/her. Accountability is from the employee toward the manager, whereas responsibility and authority are delegated by the manager to

Overview of Human Resource Management 52

the employee. Divided or multiple accountability leads to confusion, while single accountability leads to better discharge of responsibilities. Check Your Progress-3 10. _____

can be defined as one's obligation to perform the function assigned to him/her to the best of his/her ability in accordance with directions received. a. Authority b. Responsibility c.

Accountability d. Liability 11. Which of the following cannot be considered as one of the key principles in delegating responsibility? a. The delegation should improve organizational working. b. No two employees should be assigned responsibilities that are overlapping. c. The boundaries or limits of the responsibility have to be fixed. d. The organization should maintain some gaps in the delegation chain. 12. _____ refers to the right to give orders and the power to demand obedience from others in the process of discharging responsibility. a. Responsibility b. Authority c.

Accountability d. Liability 13. Which of the following statements is true regarding accountability? a. It is delegated by the manager to the employee. b.

It refers to one's obligation to perform the function assigned to him/her to the best of his/her ability in accordance with directions received. c. It refers to the right to give orders and the power to demand obedience from others in the process of discharging responsibility. d.

It refers to the employee's answerability to his/her superior for the performance of a task when the responsibility and the authority to perform have been delegated to him/her.

Introduction to HRM 53 2.7.

Line and Staff Functions In an organizational context, formal functions have been classified, theoretically and historically, as line and staff functions. The departments or employees of a firm performing the core activities and contributing directly to its business are called the line functions. On the other hand, departments or employees that perform a support function and contribute indirectly to the business of a firm are called staff functions.

2.7.1 Line and Staff Relationship In the past, it was believed that the line managers could not or should not be commanded by the managers of a staff function. In situations of conflict, the line manager always had the final say. The staff function was seen as merely supporting the line function in its process of carrying out responsibilities. However, these beliefs have now become outdated as it is impossible to categorize functions as line and staff in the changing economic scenario, where more and more businesses are becoming service-oriented.

2.7.2 Line-Staff Conflict Though it is difficult to categorize functions as staff and line, some organizations today still face the staff-line conflicts. Line managers' opinions about the HR function are:

- HR staff tries to interfere in their area of operation.
- HR managers do not provide them with the right support, and sound and balanced advice.
- HR staff tries to take credit for all the successes and dissociates itself from failures.
- The HR staff works with limited objectives in its own specialty area. It fails to view the whole picture due to its narrow view of issues.

The HR function responds to the criticisms of the line managers and defends itself saying that:

- The line function is biased and does not understand the value and significance of the contributions made by staff functions, like HR.
- The line function does not know how to make effective use of the HR function.
- The line function is reluctant to experiment, and to try out new and innovative ideas.
- The HR function cannot do much as it does not have enough autonomy and power.

Overview of Human Resource Management 54

Despite the fact that the HR departments of modern organizations have been successful in changing the view of the line managers, there are still some employees and managers from the line function who resent the HR function. The HR professionals can, however, change the attitudes and perceptions of such line managers by:

- Understanding the markets and business better
- Completely understanding the organizational processes
- Being empathetic to the constraints of the line functions
- Building an environment of trust and transparency
- Trying to work toward a win-win situation
- Being open to receiving compliments as well as criticisms for their actions
- Playing an active role in designing the organizational strategy

2.7.3 Human Resource Management as a Line Responsibility Line managers are responsible for achieving the goals of their respective departments through balanced management of the four resources, namely, men, materials, machines, and money. They are responsible for managing people and their work, and finally, for delivering results. Hence, every line manager can be called an HR manager as he/she manages the human resources of his/her department.

2.7.4 Human Resource Management as a Staff Function HR managers handle several functions like employment, training, development, wage and salary administration, motivation, redressing of grievances, collective bargaining, etc. Apart from this, they also perform staff functions pertaining to the management of personnel like advising, guiding, assisting, counseling, and providing vital information to line managers.

Activity: The HR Manager of Karthik Foods Ltd. has been having a conflict with the Production Manager. The Production Manager alleges that the HR department is trying to dictate people-requirement for his department without taking any inputs from him. In a complaint to the General Manager, he stated that one of the reasons for the conflict was that the HR department was trying to establish itself as a line function, forgetting that it was only a staff function for the company. What may have been the other complaints of the Production Manager against the HR department? How would you, as the HR Manager, have responded to such complaints?

Introduction to HRM 55

What are line and staff functions and their relationship in an organization? In your opinion, what role should the HR department ideally play in an organization? Answer: 2.8.

Operational and Strategic Role of HRM

In recent times, there has been an increased focus on proper and effective human resource management in organizations due to the growing importance of knowledge workers and the rising expectations of employees. Managing human resources is a common feature for every manager and thus, there is an increasing pressure on the managers to acquire people-management skills. Human resource is all-pervasive and spans all the organizational functions. All the sub- systems are equally important for the survival and development of an organization. However, the human resources system can be called the primary and central sub-system in an organization. 2.8.1 Products and Human Resources

A firm's position in the market is determined by the quality of its

products and/or services. These products and services are developed and delivered by the human resources of a firm.

Employees and their knowledge give the firm an edge over its competitors. Many companies are therefore, taking up knowledge management initiatives to capture and retain this knowledge. 2.8.2

Production and Human Resources Human resources play a vital role in the production process. Production practices today include concepts of teamwork and empowerment. These concepts are being employed by empowered teams to produce good quality products and/or services. Productivity has also increased because knowledge workers are making use of the latest technologies and are developing new and innovative approaches to production.

Overview of Human Resource Management 56 2.8.3

Marketing and Human Resources Companies, of late, have been focusing on product quality, pre-sales and post-sales service, customer-producer interface, etc. So, it is essential for them to have a satisfied, developed, and nurtured marketing team in order to meet the marketing objectives.

2.8.4 Management Techniques and Human Resources
Successful implementation of any new management initiative taken up in an organization is possible only when it is accepted and adopted by the employees of the organization. Thus, employees have to be the main focus of an organization to implement new initiatives.

2.8.5 Organizational Structure and Human Resources
Organizations in recent times are structured in such a way as to make the best use of the technology, finance, systems, and, people. Many customer-centric organizations have replaced vertical functional departments that had tall hierarchies, with flat and horizontal cross-functional structures. This organizational structure helps in reducing redundancy and enables the free flow of ideas and information. The employees of such organizations also feel empowered due to the decentralized decision making. This consequently leads to employee development.

Check Your Progress-4

14. The formal functions in an organizational context have been classified, theoretically and historically, into two categories. Identify the two categories. a. Departmental and non-departmental b. Line and staff c. Primary and secondary d. Strategic and functional

15. Line managers are responsible for achieving the goals of their respective departments through the balanced management of the 4Ms. Which of the following is not one of the 4Ms? a. Machine b. Materials c. Management d. Money

Introduction to HRM 57

16.

Every line manager can be called an HR manager. Which of the following correctly identifies the reason for this? a. Line managers have a complete understanding of the organizational process. b. Line managers build an atmosphere of trust and transparency. c. Line managers are responsible for managing people and their work in their respective departments. d. Line managers provide the required support to the HR department.

17. Which of the following alternatives is not a function handled by the HR personnel? a. Training and development b. Wage and salary administration c. Product development d. Motivation and grievance handling

18. The HR department as a _____ helps in designing and implementing many development activities like training, management development, and performance appraisal. a. Specialist b. Facilitator c. Change agent d. Controller

19. The emphasis on proper and effective human resource management has increased in the recent past. Some of the reasons for the growing popularity and importance of the HR function are: i. The growing rate of inflation ii. The growing importance of knowledge workers iii. The growing expectations of employees iv. The growing need for people-management skills

a. Only i and ii b. Only ii and iii c. Only ii, iii and iv d. Only iii and iv

20.

Which of the following most appropriately indicates how companies are trying to capture and retain employees and their knowledge so as to gain an edge over the competitors?

Overview of Human Resource Management 58

a.

Recruiting new employees b. Undertaking knowledge management initiatives c. Undertaking management development programs d. Providing technical training to the employees

21. Why is human resource so important in the modern day production process? a. Modern production practices include the concept of JIT. b.

Modern

production practices include the concepts of teamwork and empowerment. c. Modern production process uses advanced technologies. d. Modern production practices include the concept of automation. 2.9. Summary •

Organizational structure refers to the defined relationships among the various elements of an organization, namely, people, tasks, structure, and information and control processes that characterize all organizations. • According to Burns and Stalker, organizations have been classified as mechanistic and organic organizations. Mechanistic organizations fail to survive and achieve success in a highly competitive market while organic organizations are more suitable for operating effectively in dynamic environments. • Both formal and informal organizations co-exist in any organizational structure. They define the path of communication and method of sharing information, and are part of the whole organization. • Tall and flat organizational structures deal with the span of control and the number of hierarchical levels in the organization. A tall organization has more hierarchical levels but a narrow span of control, whereas a flat organization has only a few hierarchical levels but a wider span of control. • Responsibility, authority, and accountability are important concepts relating to human resources. Responsibility and authority are delegated by the manager to the employee while accountability is from the employee to the manager. • Formal relations in an organization are classified as line and staff functions. Conflicts may arise between these functions. However, a good understanding between them helps in developing a conflict-free amicable atmosphere.

Introduction to HRM 59 •

Human resource management acts as both a line and staff function and has various roles to play for effective and efficient running of an organization. • All the sub-systems are equally important for the survival and development of an organization. However, the human resource system is called the primary and central sub-system in an organization as it has a part to play in the effectiveness of all other sub-systems. 2.10. Glossary • Accountability:

The employee's answerability to his/her superior for the performance of a task when the responsibility and the authority to perform have been delegated to him/her. • Flat organization: It is characterized by fewer hierarchical levels but a wide span of control. These organizations have many subordinates under one supervisor. • Formal organization: In this organization, the reporting channels and work relations are pre-defined, and accountability and responsibility are fixed for all the roles. • Informal organization: It is formed by the ad hoc and random collection of employees who come together in an informal environment and share common interests, ideas, and opinions. • Line functions: The departments or employees of a firm performing the core activities and contributing directly to its business. • Mechanistic organization: In this organization, power and authority lies in the hands of a few people and the tasks and duties of all the employees are clearly specified. • Organic organization: This organization is characterized by flexibility, value for knowledge, low formalization and authority levels, and a decentralized management • Responsibility:

One's obligation to perform the function assigned to the best of one's ability in accordance with directions received. •

Staff functions: Departments or employees that perform a support function and contribute indirectly to the business of a firm. • Tall organization: It is characterized by a number of hierarchical levels but a narrow span of control. This helps in close supervision and provides for continuous interaction between the supervisor and his/her subordinates.

Overview of Human Resource Management 60 2.11. Self-Assessment Test 1. The structure of an organization influences its reaction to different environmental changes. Explain. Briefly describe the relationship between organizational structure and human resource management. 2. In the past, it was believed that the line managers cannot or should not be commanded by the managers of a staff function. This has now become an outdated concept. However, there are organizations which still experience severe line-staff conflicts. What are the complaints of the line managers about the HR function? How can this conflict be resolved so as to create a conflict-free atmosphere? 3. In recent times, there has been an increased focus on proper and effective human resource management in organizations. What are the probable reasons behind this growing importance of human resource management? 4. "Organizations should try to eliminate the hierarchy that classifies employees according to their experience and expertise. A 'flat' organizational structure is more likely to encourage team work and cooperation among employees." Discuss the extent to which you agree or disagree with this opinion. Support your views with reasons and/or examples from your own experience, observations, or reading. 5. Briefly explain: • Formal and informal organizations • Tall and flat organizational structures • Concepts of responsibility, authority, and accountability and the relationship between them. 2.12. Suggested Readings/Reference Material 1. Gary Dessler & Biju Varrkey Human Resource Management. Pearson Education; Sixteenth edition, 2020 2. David A. Decenzo; Stephen P. Robbins and Susan L. Verhulst, "Human Resource Management," Wiley; Eleventh edition, 2015. 3. Pravin Durai. Human Resource Management. Pearson Education, 2020 4. Case Studies in Human Resource Management. Dreamtech Press, 2020 5. L M Prasad. Human Resource Management. Sultan Chand & Sons, 2018 6. "Organizational Structure" > http://www.hrmguide.co.uk/organizational_hrm/ < (Accesses on 5 th October 2021) Introduction to HRM 61 2.13.

Answers to Check Your Progress Questions Following are the answers to the Check Your Progress questions given in the Unit. 1. (b)

Organizational structure Organizational structure refers to the defined relationships among the elements of an organization, namely people, tasks, structure, and information and control processes that characterize all organizations. 2. (d) ii and iv Burns and Stalker categorized the firms into two types: Mechanistic organization and organic organization. 3. (b) Dynamic and high level of competition Organizations with an organic structure are most suitable and effective in a dynamic, highly competitive environment. In a highly competitive market, it is very rare to see a mechanistic organization flourish. 4. (d) Centralized style of management An organic structure is characterized by a decentralized style of management. Decisions are taken by lateral consultations; decision making is not concentrated. The employees are not tied down by cumbersome rules and regulations. 5. (c) Organic organizational structure An organic organizational structure is characterized by a low level of formalization and authority. As decision making is decentralized, such organizations can operate effectively in dynamic and uncertain environments. 6. (b) Ability to react fast and adapt easily An organization with an organic organizational structure has flexibility, value for knowledge, low level of formalization and authority, and a decentralized style of management which in turn, enables the organization to react fast and adapt easily in a dynamic environment.

Overview of Human Resource Management 62 7. (

b) Informal organizational set-up Informal organizations are formed by employees, without any fixed goals or objectives. An informal organizational set-up is formed when the employees in an organization get together in an informal setting to share common interests, ideas, and information. 8. (b) It is the optimum number of subordinates a person can effectively manage.

The term 'span of control' refers to

the optimum number of subordinates a person can effectively manage. 9. (d) Political forces Political forces do not influence the choice of organizational structure. The selection of an organization structure is dependent on a number of factors such as organizational goals, administrative requirements, employee capabilities and needs, performance and production demand, size of the firm, competitive forces, economic condition, and history and culture. 10. (b)

Responsibility

The term responsibility can be defined as one's obligation to perform the function assigned to the best of one's ability in accordance with directions received. When

responsibility is delegated, it has to be accompanied by the authority to complete the task and discharge the responsibility. In the absence of authority, the employee responsible for the task is left powerless to carry out the task. 11.

(d) The organization should maintain some gaps in the delegation chain. In delegating responsibility, an organization cannot afford to have any gaps in the delegation chain as this would result in an unaccomplished task. 12. (b) Authority Authority refers to the right to give orders and the power to demand obedience from others in the process of discharging the responsibility. 13. (

a) It refers to the employee's answerability to his/her superior for the performance of a task when the responsibility and the authority to perform have been delegated to him/her.

Accountability refers to the employee's

answerability to his/her superior for

the performance of a task when the responsibility and the authority to perform have been delegated to him/her.

Accountability is

Introduction to HRM 63

from the employee toward the manager, whereas responsibility and authority are delegated by the manager to the employee. 14. (b) Line and staff Line and staff functions are the two categories of formal functions in an organization.

According to this classification, employees in the line functions perform the core activities of the business and contribute directly to the business. Employees in the staff functions provide support to the former and contribute indirectly to the business. 15. (c) Management The 4Ms are men, machine, materials, and money. 16. (c) Line managers are responsible for managing people and their work in their respective departments. Line managers handle the 4Ms in their department. This includes men, that is, the personnel, in addition to materials, machines, and money. They have to deliver results by effectively managing their department's human resources. 17. (

c) Product development The functions of HR include recruitment/ employment, training and development, wage and salary administration, and motivation and grievance handling. Product development is a marketing function. 18. (b) Facilitator The HR department facilitates the design and implementation of training, management development, and performance appraisal activities. 19. (b) Only ii and iii Some of the reasons for the growing popularity and importance of the HR function in the recent past are the growing importance of knowledge workers and the rising expectations of employees. 20. (b) Undertaking knowledge management initiatives It is the employees and their knowledge which deliver better products and services. This gives the firm an edge over its competitors. Companies are increasingly trying to capture and retain this knowledge base through knowledge management initiatives. 21. (b) Modern production practices include the concepts of teamwork and empowerment. People/human resources are very important in the modern day production process because the current production practices include the concept of teamwork and empowerment. Quality products are produced by empowered teams.

International Human Resource Management 3.1.

Introduction

In the previous unit, we have discussed the relationship between organizational structure and human resource management. We have also studied the relationship of human resource management with the other organizational functions. In this unit, we will discuss international human resource management, that is, how to manage human resources in international business. In recent times, globalization has become a popular concept. Organizations across

57%

MATCHING BLOCK 194/240

W

the world have crossed domestic borders to enter the international business arena. Large companies, tough competition, and greater challenges are the features of international business.

The greatest challenge faced by companies in the international business arena is to operate successfully in different economies and cultures across the world. International organizations like the WTO (World Trade Organization) and

81%

MATCHING BLOCK 195/240

W

cross-border trade agreements like GATT (General Agreement on Tariffs and Trade) have helped in eliminating trade barriers between countries and

have bridged the distance between them. Organizations need to adopt decentralization in order to operate successfully in global markets. This involves managing human resources with different backgrounds, a wide variety of customers and suppliers of varying nationalities, 64

Unit 3 3.1

Introduction 3.2 Objectives 3.3. Concept of IHRM 3.4. Approaches to IHRM 3.5. Features of IHRM 3.6. Importance of IHRM 3.7. Factors Affecting IHRM 3.8. Different IHRM Activities 3.9. Strategic IHRM 3.10. Summary 3.11. Glossary 3.12. Self-Assessment Test 3.13. Suggested Readings/Reference Material 3.14. Answers to Check Your Progress Questions

Structure
Introduction
to HRM 65
and adapting

85%

MATCHING BLOCK 196/240

W

to the respective local demands and culture. The management of human resources in international business is known as International Human Resource Management (IHRM). The countries that the firm chooses to operate in can be different in terms of culture, language, economic situation, and political and legal systems. Management styles and conventions can also be different in each of these countries. Therefore, it is not easy for a firm to globalize its business.

This unit will discuss the concept of and approaches to international human resource management, and study its features and importance. We will then move on to discuss the factors affecting international human resource management, and the different activities involved in it. Finally, we will discuss the concept of strategic international human resource management. 3.2.

Objectives By the end of this unit, students should be able to: • Discuss the concept of international human resource management (IHRM). • State the different approaches to IHRM. • Demonstrate the various features of IHRM. • Assess the importance of IHRM. • Recognize the various factors affecting IHRM. • Identify the different IHRM activities. • Explain the concept of strategic IHRM. 3.3. Concept of IHRM IHRM refers to

96%

MATCHING BLOCK 197/240

W

the management of human resources of an organization in the context of international business.

Firms adopt multi-domestic, international, global, and transnational strategies to operate in international markets. To create value,
multi-domestic
firms focus on

56%

MATCHING BLOCK 198/240

W

local responsiveness, international firms transfer core competencies overseas, global firms realize experience curve and location economies, and transnational firms perform all these things simultaneously.

The IHRM model presented by P. V. Morgan has

100%**MATCHING BLOCK 199/240****W**

three dimensions: human resource activities, type of employees, and countries of

operation.

These dimensions are explained here. • The

three broad categories of HR activities are procurement, allocation, and utilization of human resources.

Overview

of Human Resource Management 66 •

100%**MATCHING BLOCK 200/240****W**

The three categories of employees of a global company are the parent- country nationals (PCNs), the host-country nationals (HCNs), and the third- country nationals (TCNs). •

The three national or country classifications in international business of the organization are the home country (location of headquarter), the host country (location of subsidiary), and other countries (sources of finance and labor). Apart from the activities involved in domestic HRM, international HRM includes several others. What makes the HR manager's role extremely difficult and complex is

91%**MATCHING BLOCK 201/240****W**

the responsibility of ensuring a basic uniformity of structure, operations, policies, and benefits across different business units

located worldwide and of ensuring employee satisfaction. Failure in global ventures arises due to a lack of understanding of the varied needs and demands of employees across different cultures. The differentiating factors between international and domestic HRM are the 'human resources' of the firm and the socio-politico-legal system of the country in which the firm is operating. Today, globalization of business has become a common feature and most of the firms,

95%**MATCHING BLOCK 202/240****W**

irrespective of their size, are exposed to the international business environment.

Exhibit 3.1 provides a brief idea about the global presence of Sun Pharma, 4th largest pharma company in the world. Exhibit 3.1 : Sun Pharma's Global Presence Sun Pharma is the world's fourth largest specialty generic pharmaceutical company and No. 1 in India. The company provides high-quality, affordable medicines trusted by customers and patients in over 100 countries. Sun Pharma's global presence is supported by more than 40 manufacturing facilities spread across 5 continents, R&D centres across the globe and a multi-cultural workforce comprising over 50 nationalities. Sun Pharma fosters excellence through innovation supported by strong R&D capabilities comprising around 2,000 scientists and R&D investments of over 7-8% of annual revenues.

It has an international portfolio of affiliates, joint ventures, and representative offices located across the world. A strong presence in the market and a good distribution network gives the company a competitive advantage over the other players.

Adapted from <http://www.ranbaxyusa.com>.

Introduction to

HRM 67

Check Your Progress-1 1. There are four strategies that firms with international operations adopt. Which of the following alternatives is not one of these four strategies? a. Multi-domestic b. Inter-continental c. Global d.

Transnational 2.

100%

MATCHING BLOCK 203/240

W

The three categories of employees of a global company are

PCNs, HCNs, and TCNs. An Indian business house uses _____ when it employs Indians in its operations in Malaysia and _____ when it employs Australians in its operations in Australia. a. PCNs, HCNs b. HCNs, TCNs c. TCNs, PCNs d.

HCNs, PCNs 3. According to Morgan, IHRM is the interplay of three dimensions. Identify the three dimensions. i. Human resource activities ii. Type of employees iii. Countries of operation iv. Compensation of employees a. i, ii, iii b. i, ii, iv c. i, iii, iv d. ii, iii, iv 4. Which of the following is not apart of the dimension 'type of employees' of a global company, as categorized by Morgan? a. Host country national b. Allied country national c. Parent country national d.

Third country national 5. In international business, there are three classes of countries or nations involved. Match the three country classifications with their respective role in the business. i. Home country

Overview of Human Resource Management 68

ii. Host country iii. Other country p. A country that is a source of labor or finances for the organization q.

A country where the organization has its headquarters or corporate office r. A country where the organization has its subsidiary a. i/r, ii/q, iii/p b. i/q, ii/r, iii/p c. i/q, ii/p, iii/r d. i/p, ii/r, iii/q 3.4.

100%**MATCHING BLOCK 204/240****W**

Approaches to IHRM There are three different approaches to internationalization or globalization

which

87%**MATCHING BLOCK 205/240****W**

differentiate international firms in terms of their strategies, products/services, and policies and systems. These are

ethnocentric approach, polycentric approach, and geocentric approach. Details of these approaches are given in Table 3.1. Table 3.1: Approaches to IHRM Approach Basis Features

Advantage Disadvantage Ethnocentric

Standardization

Companies following this approach view the world as a single marketplace and follow standardized structures and policies across all subsidiaries. Smooth and complete transfer of knowledge from the parent company to the subsidiaries is possible. Prevents international firms from understanding and adapting to the local culture Polycentric Customization

Companies following this approach view the

Companies gain by adapting to the local culture. Knowledge transfer may be slowed down due to

Introduction to HRM 69 Approach Basis Features Advantage Disadvantage

world as a differentiated marketplace where

66%**MATCHING BLOCK 206/240****W**

varying needs have to be catered to. They adopt customized strategies, products, policies, and systems.

autonomy of the subsidiaries Geocentric Optimization Companies following this approach identify best practices (both internal and external) and employ them by making optimum utilization of resources. People are appointed regardless of their nationality and are optimally utilized.

High training and relocation costs Regiocentric Approach This is the fourth approach to internationalization. This

100%**MATCHING BLOCK 207/240****SA**

Chapter 1-fehmina.doc (D25611139)

approach reflects the geographic strategy and structure of the Multinational

Enterprise (MNE) or Multinational Corporation (MNC).

77%

MATCHING BLOCK 208/240

SA

Chapter 1-fehmina.doc (D25611139)

Like the geocentric approach, regiocentric approach utilizes a wider pool of managers but in a limited way. Staff may move

outside their

home countries but only within the particular geographic region.

Regional managers may not be promoted to headquarters

positions but enjoy a degree of regional autonomy in decision-making.

For example, a US-based MNE could create three regions: Europe, the Americas, and Asia-Pacific. European staff would be transferred throughout the European region

but

staff transfers to the Asia-Pacific region from Europe would be rare.

Overview of Human Resource Management 70

The advantages of using a regiocentric approach are: • It facilitates interaction between managers transferred to regional headquarters from subsidiaries in that region and parent-country nationals (

PCNs) posted to the regional headquarters. • It reflects some sensitivity to local conditions, since local subsidiaries are usually staffed almost totally by host-country nationals (HCNs).

There are some disadvantages in a regiocentric policy: •

55%

MATCHING BLOCK 209/240

SA

Staffing policies in multinational corporation ...
(D36715316)

It can produce federalism at a regional level rather than at country basis and constrain the MNE from developing a

more global perspective. •

89%

MATCHING BLOCK 228/240

SA

Staffing policies in multinational corporation ...
(D36715316)

While this approach does improve career prospects at the national level, it moves the barrier to the regional level.

Talented managers may advance to jobs in regional headquarters but less frequently to positions at the MNE headquarters.

Check Your Progress-2 6. What forms the basis of the ethnocentric approach of internationalization or globalization? a.

Standardization b. Customization c. Optimization d. Decentralization 7. Identify an important disadvantage of the

ethnocentric approach toward internationalization or globalization. a. Transfer of knowledge from the parent company to the subsidiary may be hindered due to autonomy of subsidiaries. b.

87%**MATCHING BLOCK 210/240****W**

It prevents international firms from understanding and adapting to the local culture.

c. The top management of the corporate office consists of people from different cultures. d. The training cost is high. 8. Which of the following approaches to international business

83%**MATCHING BLOCK 211/240****W**

views the world as a 'differentiated marketplace' and is based on 'customization'?

a. Ethnocentric approach b. Polycentric approach c. Geocentric approach

Introduction to HRM 71

d. Optimization approach 9. Which of the following is definitely true in case of the polycentric approach to international business? a.

It is based on the principle of 'optimization'.

b. The relocation cost is high. c. It prevents international firms from understanding and adapting to local culture. d. There are hurdles in the transfer of knowledge from the parent company to the subsidiary. 10. Which of the following is a primary disadvantage of the geocentric approach? a. It involves higher costs of training and relocation. b. It prevents international firms from understanding and adapting to local culture. c. It hinders transfer of knowledge from the parent company to the subsidiary due to autonomy of subsidiaries. d. It creates dissatisfaction among local employees.

57%**MATCHING BLOCK 212/240****W**

Features of IHRM Following are the features of international HRM which distinguish it from domestic HRM: 3.5.1 Increased Complexity of HR Activities

The human resource department of an organization operating in international markets has some additional

94%**MATCHING BLOCK 213/240****W**

responsibilities like employee relocation and orientation, administrative and other support services for expatriates, adherence to social and legal rules in the host nations, maintenance of relationships across borders, etc.

As part of their relocation and orientation, expatriates would need the following services from the HR department. • Language, cultural understanding, taxation standards, etc., of the country to which they are going

61%**MATCHING BLOCK 214/240****W**

to be relocated • Pre-departure training, immigration information, travel information, and assistance on housing, shopping, medical care, and

education •

84%**MATCHING BLOCK 215/240****W**

Compensation details in terms of salary abroad, international allowances payable, and taxation liabilities •

Administrative services

Overview of Human Resource Management •

Language translation services. The HR department needs to ensure that no employee earns any extra benefits or loses on account of being given a global assignment. It should ensure that the

100%**MATCHING BLOCK 216/240****W**

employees perceive equity and uniformity in HR policies and their implementation. 3.5.2

Cultural Awareness and Tolerance It is essential for the HR managers of a global organization to have awareness, tolerance, and respect toward various cultures in order to inculcate them in the employees. This will lead to successful people management. 3.5.3

84%**MATCHING BLOCK 217/240****W**

Stronger Relationship with Employees and their Families The HR manager should develop a

good rapport with the expatriate and his/her family.

This helps in building the trust of

72%**MATCHING BLOCK 218/240****W**

the employee's family in the organization as well as the HR department for a secure and comfortable life in the foreign

land. When an employee is given an assignment

71%**MATCHING BLOCK 219/240****W**

in a foreign country for a considerably long period of time, it is the management's responsibility to arrange for the employee's family to accompany him/her to the foreign

country and provide job assistance to the spouse, if it is asked for. 3.5.4 Different Expectations and Requirements of the Employees across Cultures The different backgrounds and cultures of employees from different countries add to the complexity of managing employees and their expectations in an organization. The management of an MNC operating in a foreign country should understand the requirements of the nationals from the host country and adapt to their respective cultures. 3.5.5 Management of Cross-cultural Teams International managers should ensure that all members in a team have cross- cultural understanding and tolerance to work as a team. This helps the team function smoothly and effectively. The international managers should train and educate the PCNs, HCNs, and TCNs about different cultures and how to be tolerant toward them. 3.5.6

100%**MATCHING BLOCK 220/240****W**

Diluted Risk on the Business Front and Increased Risk on People Front

On the business front, the majority of the firms operating in international markets dilute the risk of operating in a single market. They expand their 7 2

Introduction to HRM 73

operations for enhanced growth and diluted risk. On the people front, however, companies face a major challenge of managing people from different cultures. Check Your Progress-3 11. Which of the following are

70%**MATCHING BLOCK 221/240****W**

features of international HRM that differentiate it from domestic HRM? i. Increased complexity of HR activities

ii. Different expectations and requirements of employees across cultures iii. Need for stronger relationship with employees and their families iv. Increased risk on business front and diluted risk on people front a. Only i, ii, and iii b. Only i, iii, and iv c. Only ii, iii, and iv d. i, ii, iii, and iv 12. Inno Wayz Technologies Ltd. plans to send 10 software professionals from India to its newly opened software development center in Shanghai. Which of the following activities is associated with the HR department's services for these expatriates? a. Pre-departure training b. Information regarding immigration c. Assistance on housing, medical care, etc. d. All of the above 13. Why is it important for HR managers of global firms to have greater cultural awareness and tolerance? a. Because of stringent global laws b. To impress the residents of the host country c. To inculcate cultural awareness and tolerance among employees in the organization d. To improve technical expertise

Overview of Human Resource Management 74

Activity: John Patterson Furnishings, located in Mumbai has been operating successfully in the Indian market since 1999.

In January 2021, Timothy, the

owner's son, joined the business and proposed an expansion of operations to

the European markets in the form of affiliates which would be manned by foreign locals under the supervision of

expatriate senior managers from the Mumbai office. As the HR Manager of John Patterson Furnishings, advise Timothy

on the enhanced features that your department would require to have (in addition to what it has for domestic operations)

for the proposed international operations to function efficiently and effectively. Answer: 3.6. Importance of IHRM

Globalization has led to companies expanding their reach and foray into the international arena. The HR managers of

organizations have to recruit and manage local people in foreign countries. Alternatively, some companies send their

employees as expatriates to other countries of operation. In this context, some of the reasons for the importance of

IHRM are discussed here. • The most important factor

behind the success of today's business is having

competent global leaders. • The business world is becoming increasingly global and the majority of the markets are part

of the global network. • Today, India is one of the emerging markets in the world with skilled managerial and technical

manpower that match the best in the world. • Foreign trade and FDI in India have been increasing at a very fast pace,

thus making it one of the most important destinations for MNCs. • Expanding businesses implies increasing requirement

for manpower. It is an important decision for the HR department to make whether to hire locals or bring in parent

country nationals to satisfy this requirement. • It is very difficult to get qualified and talented managers in every part of the

world. Hence, companies invest in training and expatriating talented people for global operations.

Introduction to HRM 75 •

In a new market, expatriate executives can play an important role during the early

days of a company's operations although in the long run it is necessary to develop

a strong workforce consisting of locals. • A skilled and well-trained group of local managers can add immense value to a

firm's resources and can create successful business for the firm locally.

Because of these reasons, management of PCNs, TCNs, and HCNs are all of equal importance to successfully conduct

international business. 3.7.

Factors Affecting IHRM IHRM has gained importance as a unique concept in recent times. This is because people

belonging to different cultures have diverse expectations and behave differently under the same circumstances. The

factors influencing and causing a change in International HRM are national culture, political forces, economic forces,

market forces, technology forces, legal forces, and corporate culture. 3.7.1 National Culture The culture of a nation is the

set of age-old traditions and beliefs shared by the people

of the country. Beliefs are people's perception of how things are done in their country. Values are people's aspirations

about how things should be done. The difference in

people's requirements arises out of differences in their culture, beliefs, and values. Hofstede identified a set of cultural

attributes that define and differentiate cultures. These attributes can be studied under uncertainty avoidance, power

distance, individualism vs. collectivism, future orientation, etc. Performance orientation and humane orientation are

attributes that have been added to the list to help understand different cultures better.

Overview of Human Resource Management Table 3.2: Hofstede's Cultural Attributes

Attribute Description Power Distance

Unequal distribution of power among the people of a nation

Individualism

The degree to which people prefer to act as individuals rather than as members of groups

Masculinity/

Femininity

The extent to which the "masculine" values prevail over "feminine" values

Uncertainty Avoidance

The way people in a country give preference to structured situations rather than to unstructured situations

Long-term Orientation The long-term values held by people that lay stress on the future, rather than the short-term values that focus on the present.

Adapted from Robert L. Mathis et al., "Globalization of HR Management," Human Resource Management, Cengage Learning; 15th edition, 2016) 3.7.2

Political Forces Changes in the political scenario of a country will have an impact on the conduct of business operations in the country. A complete change in the political environment of a country might affect the prospects of a company that has strong affiliations. For an HR manager, managing employees and expatriates in a politically dynamic country is a very challenging task. 3.7.3 Economic Forces The economic condition of a country affects the functioning of an organization operating in that country. For example, companies may not like to open a subsidiary in a country where talented resources are very expensive. 3.7.4 Market Forces Industry specific changes influence the management of human resources in the international scenario. For example, in a multi-dom estic industry (where competition in each country is independent of competition in other countries), the role of HR is closer to domestic HRM though it might need to provide some international services. On the other hand, in

case of a global industry (where a

firm's competitive strength

in one country is largely influenced by its position in other countries),

the role of HR becomes international. 76

Introduction to HRM 77 3.7.5

Technology Changes Massive changes in a technology-intensive sector may influence the human resources function of a firm that has global operations. For example, if a firm wants to adopt a totally new technology for its manufacturing process, it has to train its workers all over the world to get them accustomed to this new technology. 3.7.6 Legal Forces Changes in the legal system of a country will have an influence on its economic performance. Liberalization of the Indian economy in the year 1991 attracted many MNCs who were planning to expand or relocate to the country.

Refer to Exhibit 3.2 for FDI reforms in India. Exhibit 3.2: FDI Reforms in India (2021) Government of India in September 2021

allowed 100% foreign direct investment (FDI) in the country's telecom sector via the automatic route. Until then, only 49% of FDI was allowed through the automatic route and anything beyond 49% had to necessarily go through the government route.

GOI

allowed FDI through automatic routes in a majority of the sectors except in few sectors such as defence, media, pharmaceuticals and insurance, in which government approval is needed for foreign investors. Under the government route, the foreign investors have to take prior approval of the respective ministry or department. However, under the automatic route, they (foreign investors) have to only notify the Reserve Bank of India (RBI) after the investment is made.

Source: Adopted from <https://www.hindustantimes.com/>

100%

MATCHING BLOCK 222/240

W

business/100-fdi-in- telecom-sector-via-automatic-route-allowed-union-minister- 101631702033660.

html, September 15 th 2021 3.7.7

Labor Forces The availability of talented and skilled labor in a nation can attract a large number of investors. This in turn can add value to the country's business environment. In order to attract and retain MNCs, the country should have healthy labor-management relations. A country which might be a very attractive destination in terms of investment will be spurned by prospective investors if it suffers from high labor unrest. 3.7.8 Corporate Culture The corporate culture of an organization will serve as its best competitive advantage if the organization is successful in establishing and strengthening its Overview of Human Resource Management 78 uniqueness. A corporate culture, which is strong, can use changes in technology, market, economy, etc. to the company's advantage.

More than one of these factors can influence the international business at any given point of time. When these forces operate together, some might prove to be stronger than the others at varying periods of time. Check Your Progress-4 14. When is the role of an expatriate executive most crucial for an organization? a. When a firm is setting up operations in a new market b. When a firm has been operating for a long time in the host country c. When the firm is winding up its operations in the host country d. When the firm is expanding its operations in the host country 15. The _____ of a nation is a set of age-old traditions and beliefs shared by the people of the country. a. Values b. Expectation c. Perception d. Culture 16. _____

are the 'people's perception of how things are done in their country'. a. Values b. Beliefs c. Ethics d. Culture 17. _____ affect IHRM and are defined as the people's aspirations regarding the way things should be done. a. Values b. Beliefs c. Cultures d. Perceptions 18. Which of the following is not one of the cultural attributes defined by Hofstede? a. Uncertainty avoidance b. Power distance

Introduction to HRM 79

c. Future orientation d. Performance orientation 19. There are various factors that influence and cause a change in International HRM. Which of the following are some of the factors affecting IHRM? i. National culture ii. Market forces iii. Legal forces iv. Technology changes a. Only i, ii, and iii b. Only ii and iii c. Only ii, iii, and iv d. i, ii, iii, and iv Activity: John Patterson Furnishings, (of the earlier Activity) in analyzing the European markets before commencing its international operations, found that labor was very expensive. On making a cost-benefit analysis for other countries, it found that labor would be relatively cheap in the Chinese market. It decided that initially, a manufacturing and marketing affiliate would be opened in China. Subsequently, manufactured products would be marketed in Europe through a subsidiary. As an analyst tracking the company, identify the various factors that might affect the company's human resource management in the international context. Answer:

Different IHRM Activities For an international business organization, HR activities assume greater complexity with the addition of certain new activities like managing expatriate assignments, etc. Some of the HR activities in an international firm are:

Overview of Human Resource Management 3.8.1

Job Analysis and Human Resource Planning Job analysis should include the special responsibilities and competencies of an expatriate and global manager. HR planning becomes much more complex as it includes cross-country transfers.

Special attention should be given to issues like equal opportunity to all employees pertaining to promotions and other such as growth opportunities. HR should also be able to handle reverse flows of deployed talent after completion of the expatriate assignment. 3.8.2 Recruitment and Selection Employee recruitment should be given importance if a global business has to expand and succeed. Decisions on local recruitment should be made very carefully and care should be taken to provide the local people with adequate opportunities. It is also important to educate the expatriates about the local culture and local markets. 3.8.3 Training and Development In a global organization, employees should be trained to learn, understand, and develop tolerance toward different cultures. They should be prepared to work smoothly and effectively in cross-cultural teams. Global managers, on the other hand, should be trained to manage teams consisting of people from various cultures and backgrounds. Expatriates should be trained on specific aspects (like the language, the culture, etc.) of the country to which they are being posted. 3.8.4 Performance Appraisal Management The performance appraisal system of an organization that has international operations has to be designed and implemented with utmost care because the goals and the metrics are different across countries. 3.8.5 Compensation Management Different countries have different currencies, and their value is also different. It is therefore important to ensure perceived equity and fairness of compensation among all the employees of the firm, across the world. Some of functions associated with compensation management include following a principle of equity in compensation, ensuring employees derive maximum tax benefits, and ensuring proper valuation of benefits enjoyed by employees and expatriates. 3.8.6 Career Management & Development Employees in an MNC expect better career development opportunities and better prospects worldwide than those working in a local firm. This aspect should, therefore, be taken care of by the HR department so that the career needs and expectations of the employees are satisfied. This in turn can ensure that 8 0

Introduction to HRM 81

both the employees and the company enjoy the long-term benefits of working together. 3.8.7 Unionism and Industrial Relations Legal and labor principles differ across countries. Thus, it is the duty of the global HR manager to abide by the laws of each country while operating in that country. At the same time, the HR manager should also ensure good labor-management relations in those countries. 3.8.8 Managing Cross-cultural Issues The responsibility of managing the expatriates and their operations in a foreign country lies with the global HR manager. It is the responsibility of the HR manager to learn the skills required to work in and lead a cross-cultural team. He/she should also foster and develop an organizational culture which encourages workplace diversity. Exhibit 3.3 shows a job advertisement for a global human resources manager. Exhibit 3.3: A Job Advertisement for an International HR Manager Post: Global Human Resources Manager Organization EON Reality Location: Bengaluru, Karnataka, India Excellent opportunity in a fast-growing, profitable, IT software company on the path towards fund raising or going public. The candidate will have overall responsibility for Eon's Human Resource on Global basis. Job Description We are seeing an experienced HR Manager with outstanding people skills for the Global operations of EON Reality, to manage our personnel and ensure that our human resources programs and initiatives are effective, efficient, and aligned to overall business objectives. Duties for the HR Manager will include supervising HR personnel, dealing with employee grievances and disputes, supporting employee development, enhancing job satisfaction, designing onboarding procedures, implementing HR strategies that support business objectives, forecasting staffing needs, mitigating risk, structuring benefit packages, maintaining employee records, managing budgets, designing accountability mechanisms, and overseeing overall employment needs. Responsibilities • Implementation of HR system on global basis. • Developing and implementing human resources policies. • Collaborates with senior leadership to understand EON's goals and strategy related to staffing, recruiting, and retention. Contd.

Overview of Human Resource Management 82 •

Plans, leads, develops, coordinates, and implements policies, processes, training, initiatives, and surveys to support EON's HR compliance and strategy needs. • Administers or oversees the administration of HR programs including, but not limited to, compensation, benefits, and leave; disciplinary matters; disputes and investigations; performance and talent management; productivity, recognition, and morale; occupational health and safety; and training and development. • Identifies staffing and recruiting needs and creating job descriptions; develops and executes best practices for hiring and talent management. • Managing staff wellness and performance reviews. • Conducts research and analysis of organizational trends including review of reports and metrics from EON HR system. • Monitors and ensures EON's compliance with federal, state, and local employment laws and regulations, and recommended best practices; reviews and modifies policies and practices to maintain compliance. • Maintains knowledge of trends, best practices, regulatory changes, and new technologies in human resources, talent management, and employment law; applies this knowledge to communicate changes in policy, practice, and resources to upper management. • Develops and implements departmental budget. • Facilitates professional development, training & certification activities for EON staff. • Recruits, interviews, hires, and trains new staff in the department. • Oversees the daily workflow of the department. • Provides constructive and timely performance evaluations. • Handles discipline and termination of employees in accordance with company policy. • Coordinates with HR resources across other EON offices & subsidiaries. • Represents EON Reality at personnel-related hearings and investigations. • Contracts with outside suppliers to provide employee services, such as temporary employees, search firms, or relocation services. • Performs other duties as required. Skills • Experience in implementation of HR system • Exceptional verbal and written communication with presentation skills. • Excellent interpersonal and negotiation skills. • Excellent organizational skills and attention to detail. • Highly organized & Detail-oriented. • Excellent time management skills with a proven ability to meet deadlines. • Strong analytical and problem-solving skills. • Strong supervisory and leadership skills. • Ability to adapt to the needs of the organization and employees.

Contd.

Introduction to

HRM 83 •

Ability to prioritize tasks and to delegate them when appropriate. • Thorough knowledge of employment-related laws and regulations. • Excellent knowledge of MS Office. • Adaptability & Strong attention to detail. Education and Experience: • Bachelor's degree in Human Resources, Business Administration, or related field required; Master's degree preferred. • At least 8 to 10 years of global human resource management experience required. • Global Professional in Human Resources (GPHR) & Professional in Human Resources - International (PHRi) certifications highly preferred.

Accomplished individuals with proven track record are eligible to apply.

Source: [https://in.linkedin.com/jobs/view/global-human-resources-manager-at-eon-reality-2738174974?](https://in.linkedin.com/jobs/view/global-human-resources-manager-at-eon-reality-2738174974?refId=PaFEt5nE7P4vAtJ5elw7Sw%3D%3D&trackingId=%2B%2FdMiS764J6LCmNSvjCANA%3D%3D&trk=public_jobs_topcard-title)

[refId=PaFEt5nE7P4vAtJ5elw7Sw%3D%3D&trackingId=%2B%2FdMiS764J6LCmNSvjCANA%3D%3D&trk=public_jobs_topcard-title](https://in.linkedin.com/jobs/view/global-human-resources-manager-at-eon-reality-2738174974?refId=PaFEt5nE7P4vAtJ5elw7Sw%3D%3D&trackingId=%2B%2FdMiS764J6LCmNSvjCANA%3D%3D&trk=public_jobs_topcard-title) (Accessed on October 5 th 2021)

Activity: A Bangalore-based technology company wanted a European base from which to expand operations overseas. Sudarshan Reddy, Vice President of Human Resources, was entrusted with opening an office in Manchester for which he had to

travel to the UK. He was supposed to start up the office in three weeks' time and

stay on there for another four months. At the end of this period, the office had to be handed over to host country locals employed at manager and executive levels. Managers were to be sent from the parent company at Bangalore periodically to provide assistance for specific projects. Reddy was an experienced HR professional with a degree in law and 15 years of experience in HRM. Yet the task at hand was a challenging one with a large degree of complexity. What are the activities, with regard to international human resource management which Reddy would have to perform and organize in order that the UK office is successfully operational? Answer:

Overview of Human Resource Management 84

Strategic IHRM A local firm expands its business to other parts of the world in order to expand its business and earn higher profits. A firm entering international markets develops new visions and missions, and designs new global strategies to achieve them. Global HR

strategies should be designed to match with the firm's corporate HR strategies.

The mission and the strategy of an organization determine its organizational structure, the level of centralization or decentralization, and the recruitment strategy of the firm, apart from other factors. In a centralized set-up, the decision making authority lies in the hands of the parent/corporate office, whereas in a decentralized set-up, it lies in the hands of the host-country management. In order to ensure the smooth functioning of HRM in a firm, its HR policies and systems in different parts of the world should be in harmony. Strategic IHRM helps a global organization to make a SWOT analysis from the HR perspective. This helps the firm to develop its own strategy for survival and success in international business, and gain maximum benefits from its available resources. Check Your Progress-5 20. Compensation management is an important IHRM activity. Which of the following is not a function associated with compensation management? a.

Following a principle of equity in compensation

b. Ensuring employees derive maximum tax benefits c.

Ensuring proper valuation of benefits enjoyed by employees and expatriates

d.

Providing adequate opportunities to local people 21. Which of the following statements is definitely true in case of a 'centralized set-up' of an organization?

a. The parent/corporate office retains the authority to make the important decisions.

b.

The decision-making power is vested in the host country. c. Most of the important decisions are taken by the subsidiary.

d. The parent company and subsidiary take important decisions jointly.

Introduction to HRM 85

Summary • IHRM refers to

96%

MATCHING BLOCK 223/240

W

the management of human resources of an organization in the context of international business.

Firms adopt multi-domestic, international, global, and transnational strategies to operate in the international markets. • There are three different approaches to internationalization or globalization, namely ethnocentric approach, polycentric approach, and geocentric approach. • IHRM is different from domestic HRM in terms of complexity, cultural awareness and tolerance, risk, etc. • Factors affecting IHRM include national culture, political forces, economic forces, market forces, technological changes, legal forces, labor forces, and corporate culture. • The HR activities in international firms include job analysis and human resource planning, recruitment and selection, training and development, performance appraisal management, compensation management, etc. • Strategic IHRM helps a global organization to make a SWOT analysis from the HR perspective, which in turn, helps the firm to develop its own strategy for survival and success in international business, and gain maximum benefits from its available resources. Glossary • Ethnocentric approach to IHRM: Companies view the world as a single marketplace and follow standardized structures and policies across all subsidiaries. • Geocentric approach to IHRM: Companies identify best practices (both internal and external) and employ them by making optimum utilization of resources. •

Individualism (Hofstede's Cultural Attribute):

The degree to which people prefer to act as individuals rather than as members of groups. •

89%

MATCHING BLOCK 224/240

W

International human resource management (IHRM): The management of human resources of an organization in the context of international business. •

Long-term orientation (Hofstede's Cultural Attribute):

The long-term values held by people that lay stress on the future, rather than the short-term values that focus on the present. •

Masculinity/femininity (Hofstede's Cultural Attribute): The extent to which the "masculine" values prevail over "feminine" values. •

Polycentric approach to IHRM: Companies view the world as a differentiated marketplace where

66%

MATCHING BLOCK 225/240

W

varying needs have to be catered to. They adopt customized strategies, products, policies, and systems.

Overview of Human Resource Management 86 •

Power distance (Hofstede's Cultural Attribute):

Unequal distribution of power among the people of a nation. • Uncertainty avoidance (Hofstede's Cultural Attribute):

The way people in a country give preference to structured situations rather than to unstructured situations. 3.12. Self-Assessment Test 1. IHRM

85%**MATCHING BLOCK 226/240****W**

is the management of the human resources of an organization in the context of international business. Explain the concept of

IHRM with the help of an appropriate model. 2. The three different approaches to internationalization

75%**MATCHING BLOCK 227/240****W**

differentiate international firms in terms of their strategies, products/services, and policies and systems. Discuss these three approaches

along with their merits and demerits. 3. Describe the features of IHRM which differentiate it from domestic HRM. 4. Experience shows that people belonging to different cultures behave differently under the same given circumstances and have different expectations too. Explain the factors that influence and cause a change in IHRM. 5. In the context of an international business, HR activities assume greater complexities. Discuss some of the HR activities in an international organization. 6. Write short notes on: a. Concept of Strategic HRM b. Importance of IHRM. 3.13. Suggested Readings/Reference Material 1. "International Human Resource Management: Text and Cases," K. Aswathappa and Sadhna Dash, McGraw Hill; 3rd edition 2020. 2. "

100%**MATCHING BLOCK 229/240****SA** Monica Singh - Chapter on IHRM.docx (D143177424)

International Human Resource Management: Managing People in a Multinational Context,"

100%**MATCHING BLOCK 232/240****SA** IHRM summary presentation.pptx (D16916057)

International Human Resource Management: Managing People in a Multinational Context," Peter J. Dowling,

Marion Festing, and Allen D. Engle, Cengage Learning India Private Limited, 2017. 3. Gary Dessler & Biju Varrkey Human Resource Management. Pearson Education; Sixteenth edition, 2020 4. David A. Decenzo; Stephen P. Robbins and Susan L. Verhulst, "Human Resource Management," Wiley; Eleventh edition, 2015. 5. Pravin Durai. Human Resource Management. Pearson Education, 2020 6. Case Studies in Human Resource Management. Dreamtech Press, 2020 7. L M Prasad. Human Resource Management. Sultan Chand & Sons, 2018 Introduction to HRM 87 3.14.

Answers to Check Your Progress Questions Following are the answers to the Check Your Progress questions given in the Unit. 1. (b) Inter-continental The four strategies that firms with international operations adopt are

multi-domestic,
international, global, and transnational. 2. (a) PCNs, HCNs

93%

MATCHING BLOCK 230/240

W

The three categories of employees of a global company are parent- country nationals (PCNs), host-country nationals (HCNs), and third- country nationals (TCNs).

In the above situation, Indian employees are parent-country nationals, and Australians are host-country nationals for the Australian operations. 3. (a) i, ii, iii According to Morgan, IHRM

71%

MATCHING BLOCK 240/240

SA

Monica Singh - Chapter on IHRM.docx (D143177424)

is the interplay of the three dimensions - - human resource activities, type of employees, and countries of

100%

MATCHING BLOCK 231/240

W

three dimensions - - human resource activities, type of employees, and countries of

operation. 4. (
b) Allied country national According to Morgan,

71%

MATCHING BLOCK 233/240

W

the three categories of employees of a global company are parent-country national, host country national, and third country

national. 5. (
b) i/q, ii/r, iii/p The business has its headquarters in the home country. A subsidiary of the business is located in the host country. 'Other country' refers to other location from where a firm gets funds or labor. 6. (a) Standardization According to the ethnocentric approach, the organization views the world as a single market place and hence adopts a policy of standardization. 7. (b) It prevents international firms from understanding and adapting to local culture. An important disadvantage of the ethnocentric

91%**MATCHING BLOCK 234/240****W**

approach is that it prevents international firms from understanding and adapting to the local culture. (Polycentric approach

may hinder the transfer of knowledge from the parent company to the subsidiaries. In the geocentric approach, the top management at the corporate office or any

Overview of Human Resource Management 88

subsidiary may consist of people from different cultures, and this approach results in relatively greater costs of training and relocation.) 8. (b) Polycentric approach The polycentric approach

100%**MATCHING BLOCK 235/240****W**

assumes that markets and cultures are different in different countries and their varying needs have to be catered to

in a customized manner. Companies that follow an ethnocentric approach to globalization view the world as a single marketplace. In the geocentric

90%**MATCHING BLOCK 236/240****W**

approach, the organization identifies its best practices and resources from within and outside the organization

across the globe and optimally employs them where they are best suited. 9. (d) There are hurdles in the transfer of knowledge from

50%**MATCHING BLOCK 237/240****W**

the parent company to the subsidiary. In the polycentric approach, the transfer of knowledge from the parent company to the

subsidiary

100%**MATCHING BLOCK 238/240****W**

may be hindered due to the autonomy of the subsidiaries.

But it helps international firms to understand and adapt to the local culture. Geocentric approach is based on the principle of optimization and involves relatively higher costs of training and relocation. 10. (a) It involves higher costs of training and relocation. As the geocentric approach is based on optimization, the best business practices and resources of the home country or host country are employed wherever they are best suited. This results in high training and relocation costs. 11. (a) Only i, ii, and iii Most firms which expand their operations to other countries dilute the risk of operating in a single market. This decreases the risk on the business front. However, this increases the risk on the people front as it is a complex challenge to manage people from more and diverse cultures. 12. (d) All of the above

90%

MATCHING BLOCK 239/240

W

Expatriates have to be given pre-departure training, provided information related to immigration and travel, and given assistance on housing, shopping, medical care, education, and recreation as part of their relocation and orientation. It is also important for the HR department to finalize compensation details in terms of the salary abroad, the various international allowances payable, and the taxation liabilities of the

employees.

Introduction to

HRM 89 13. (

c) To inculcate cultural awareness and tolerance among employees in the organization It is important for HR managers in global firms to have cultural awareness and tolerance and to inculcate them among employees in the organizations. In fact, for expatriates to succeed, people management is more important than technical expertise. 14. (a) When a firm is setting up operations in a new market An expatriate manager is most essential for a firm during the initial years of operation in a host country whereas in the long run, a strong foundation of local managers is the key. 15. (d) Culture The traditions and beliefs shared by the people of a country are collectively referred to as the culture of that country. 16. (b) Beliefs

Belief may be defined as people's

perception of how things are done in their country. 17. (a) Values

Values are people's aspirations about the way things should be done. 18. (

d) Performance orientation The cultural attributes defined by Hofstede are uncertainty avoidance, power distance, individualism vs. collectivism, and future orientation. Some attributes like performance orientation and humane orientation were later added to this list to help understand different cultures better. 19. (d) i, ii, iii, and iv Some of the factors affecting IHRM are national culture, political forces, economic forces, market forces, technology changes, legal forces, labor forces, and corporate culture. 20. (d) Providing adequate opportunities to local people The function of providing adequate opportunities to local people comes under the scope of the IHRM activity of recruitment and selection (and not compensation). 21. (a) The parent/corporate office retains the authority to make the important decisions. In a centralized set-up, the parent/corporate office retains the authority to make the important decisions.

90 Human Resource Management

Course Components BLOCK I Overview of Human Resource Management Unit 1 Introduction to HRM Unit 2 Organizational Structure and HRM Unit 3 International Human Resource Management BLOCK II Employment of Human Resources Unit 4 Human Resource Planning Unit 5 Job Analysis and Design Unit 6 Recruitment Unit 7 Selection Unit 8 Socialization BLOCK III Management and Development of Human Resources Unit 9 Managing Careers Unit 10 Performance Appraisal Unit 11 Employee Training and Management Development Unit 12 Compensation Management Unit 13 Occupational Safety and Health BLOCK IV Employee Relations Unit 14 Grievance Handling Unit 15 Disciplinary Action Unit 16 Trade Unions Unit 17 Industrial Relations, Collective Bargaining, and Workers' Participation in Management Unit 18 Quality of Work Life Unit 19 Quality Circles Unit 20 Emerging Challenges of HRM

Hit and source - focused comparison, Side by Side

Submitted text		As student entered the text in the submitted document.	
Matching text		As the text appears in the source.	
1/240	SUBMITTED TEXT	21 WORDS	92% MATCHING TEXT 21 WORDS
The successful management of an organization’s human resources is an exciting, dynamic, and challenging task, especially at a time when		The successful management of an organization’s human resources is an exciting, dynamic and challenging field, especially at a time when	
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
2/240	SUBMITTED TEXT	21 WORDS	73% MATCHING TEXT 21 WORDS
History of Human Resource Management 1.5. Functions of Human Resource Management 1.6. HR Policies and Procedures 1.7. Emerging Role of		History of Human Resources Management Functions of Human Resources Management HR Policies and Procedures Role of	
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

3/240	SUBMITTED TEXT	47 WORDS	41% MATCHING TEXT	47 WORDS
<p>human resource management. Human resource management (HRM) is one of the most difficult and challenging areas in modern management. The term human resource refers to knowledge, skills, creative abilities, talents, and aptitudes of an organization's workforce in totality. It also includes individual values, attitudes, and beliefs (</p>		<p>Human Resource Management • Understand the various definitions of Human Resource Management Human resources is one of the most valuable and unique assets of an organization. According to Leon C. Megginson, the term human resources refers to "the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the values, attitudes and beliefs</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				
4/240	SUBMITTED TEXT	35 WORDS	64% MATCHING TEXT	35 WORDS
<p>Before the 1980s, personnel administration was characterized by standardization, while consistency and conformity were the chief characteristics of the management policy. These days, however, flexibility has become a significant aspect of a company's</p>		<p>before the 1980s, personnel administration was characterized by standardization, and consistency and conformity were the hallmarks of the management policy. However, today, flexibility has become a significant aspect of a company's</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				
5/240	SUBMITTED TEXT	18 WORDS	67% MATCHING TEXT	18 WORDS
<p>HR policies and procedures. • Analyze the emerging role of human resource management. • Describe the role of HR</p>		<p>HR policies and procedures • Understand the Emerging Role of Human Resource Management Using HR policies, you define the role of the HR</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

6/240	SUBMITTED TEXT	21 WORDS	47% MATCHING TEXT	21 WORDS
	Personnel/Human resource management is that organizational function which facilitates the optimum use of people (employees) to attain organizational and individual		Personnel/Human resource management is the function performed in organizations that facilitate the most effective use of people (employees) to achieve organizational and individual	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
7/240	SUBMITTED TEXT	23 WORDS	69% MATCHING TEXT	23 WORDS
	their skills, motivate them to enhance their performance levels, and ensure that they remain committed to the organization. 2		their skills, motivating them to enhance their levels of performance and ensuring that they remain committed to the organization	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
8/240	SUBMITTED TEXT	68 WORDS	66% MATCHING TEXT	68 WORDS
	the number and categories of employees required. Development: This function has three dimensions -- employee training, management development, and career development. Motivation: This function includes identifying the individual motivational needs of employees and the ways to motivate them. Retention: This function deals with providing a favorable work environment to the employees and encouraging them to make them feel committed and attached to the organization.		the number and categories of employees required) and ends with staffing. The development function has three dimensions - employee training, management development, and career development. The motivation function includes identifying the individual motivational needs of employees and identifying ways to motivate them. The retention function is concerned with providing a conducive work environment to the employees and nurturing them to make them feel committed and attached to the organization.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

9/240	SUBMITTED TEXT	28 WORDS	96% MATCHING TEXT	28 WORDS
<p>The term _____ refers to “the total knowledge, skills, creative abilities, talents and aptitudes of an organization’s workforce, as well as the values, attitudes and beliefs of the individuals involved”.</p>		<p>the term human resources refers to “the total knowledge, skills, creative abilities, talents and aptitudes of an organization’s workforce, as well as the values, attitudes and beliefs of the individuals involved.”</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				
10/240	SUBMITTED TEXT	19 WORDS	92% MATCHING TEXT	19 WORDS
<p>Management as a process involves planning, organizing, staffing, directing and controlling activities that facilitate the achievement of an organization’s</p>		<p>Management as a process involves planning, organizing, staffing, leading and controlling activities that facilitate the achievement of an organization’s</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				
11/240	SUBMITTED TEXT	14 WORDS	100% MATCHING TEXT	14 WORDS
<p>to the employees and nurturing them to make them feel committed and attached to the organization.</p>		<p>to the employees and nurturing them to make them feel committed and attached to the organization.</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				
12/240	SUBMITTED TEXT	11 WORDS	87% MATCHING TEXT	11 WORDS
<p>the employees to make them feel committed and attached to the organization</p>		<p>the employees and nurturing them to make them feel committed and attached to the organization.</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

13/240	SUBMITTED TEXT	31 WORDS	46% MATCHING TEXT	31 WORDS
<p>the scientific management approach, the human relations approach, and the human resources approach. Of these, the human resources approach has gained importance in recent times. 4</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>the scientific management approach and the human relations approach appeared and then disappeared too. The human resource approach has gained prominence in the recent times.</p>		
14/240	SUBMITTED TEXT	18 WORDS	79% MATCHING TEXT	18 WORDS
<p>Scientific Management Approach During the early 1900s, most business owners and managers believed that to manage employees</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>Scientific Management Approach In the early 1900s, most business owners and managers believed that if you have to effectively manage employees,</p>		
15/240	SUBMITTED TEXT	61 WORDS	73% MATCHING TEXT	61 WORDS
<p>The scientific management approach suggested that managers should adopt a scientific and objective approach to determine how work can be designed and carried out most efficiently. Fredrick Taylor (Taylor), regarded as the father of scientific management, focused on the study of motions that were required for each job, the tools used, and the time needed to accomplish each task.</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>The scientific management approach challenged these beliefs and suggested that managers adopt a scientific and objective approach to determine how work could be designed and carried out most efficiently. Fredrick Taylor, who is widely considered to be the father of scientific management, focused on the study of motions that were required for each job, the tools used, and the time needed to accomplish each task.</p>		

16/240	SUBMITTED TEXT	29 WORDS	82% MATCHING TEXT	29 WORDS
	concept led Taylor to propound the differential piece-rate system, where workers got a higher rate of pay for every unit of output that exceeded the daily output standard.		concept that led Taylor to propose the differential piece-rate where workers get a higher rate of pay for every unit of output that exceeds the daily output standard.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
17/240	SUBMITTED TEXT	19 WORDS	91% MATCHING TEXT	19 WORDS
	the traditional task of recruiting, selecting, and training staff, and ensuring the health and safety of their employees,		the traditional responsibility of recruiting, selecting, and training staff, and ensuring the health and safety of their employees.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
18/240	SUBMITTED TEXT	40 WORDS	72% MATCHING TEXT	40 WORDS
	time-and-motion studies, fatigue studies, did job analysis, and developed job specifications and wage incentive programs. Some also supported welfare programs that addressed workers' needs like vacations, employee hygiene, job training, company housing, employee loans, and recreational programs. These programs		time-and-motion studies and fatigue studies; did job analysis and developed job specifications; and designed wage incentive programs. Many personnel departments supported welfare programs that addressed such needs of the workers like vacations, employee hygiene, job lunchrooms, company housing, employee loans, insurance plans and recreational programs. These welfare programs	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

19/240	SUBMITTED TEXT	15 WORDS	100% MATCHING TEXT	15 WORDS
	the employee welfare programs became less popular during the 1920s and 1930s.		the employee welfare programs became less popular during the 1920s and 1930s.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
20/240	SUBMITTED TEXT	57 WORDS	75% MATCHING TEXT	57 WORDS
	during the 1930s and 1940s, forced organizations to shift their attention from the scientific management approach to the human relations approach. The results of these studies suggested that employee productivity was affected, not only by the way the job was designed and through the provision of economic rewards, but also by certain social and psychological factors,		during the 1930s and 1940s, forced organizations to shift their attention from the scientific management approach to the human relations approach. The results of these studies suggested that employee productivity was affected not only by the way the job was designed and the economic rewards but also if by certain social and psychological factors.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
21/240	SUBMITTED TEXT	18 WORDS	100% MATCHING TEXT	18 WORDS
	that treating employees with respect would improve employee satisfaction and help in achieving higher productivity. The		that treating employees with respect would improve employee satisfaction and help in achieving higher productivity. The	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

22/240	SUBMITTED TEXT	72 WORDS	52% MATCHING TEXT	72 WORDS
<p>gave workers the legal right to organize themselves, and to bargain collectively on issues ranging from wages and benefits to job security and working conditions. Though unionization led to the deterioration of labor-management relations, it led to a greater acceptance of the principles of human relations. Although the human relations approach largely improved the working environment of workers, it was not very successful in increasing their productivity or improving job satisfaction</p>		<p>gave workers the legal right to organize and to bargain collectively. The issues varied from wages and benefits to job security and working conditions. Though unionization led to the deterioration of labor-management relations in some companies, by and large it led to greater acceptance of the principles of human relations. Although the human relations approach was instrumental in improving the work environment for many workers, it was not very successful in increasing their productivity and improving job satisfaction.</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

23/240	SUBMITTED TEXT	60 WORDS	94% MATCHING TEXT	60 WORDS
<p>The approach did not recognize the need for a job structure. It did not give adequate importance to procedures, standards, and work rules that would steer employees toward the achievement of organizational goals. The approach failed to recognize other factors that could influence employee satisfaction and productivity, like performance management, career development, job enrichment, and career planning.</p>		<p>The approach did not recognize the need for a job structure. It did not give adequate importance to procedures, standards and work rules that would steer employees towards the achievement of organizational goals. • The approach failed to recognize other factors that could influence employee satisfaction and productivity, like performance management, career development, job enrichment and career planning.</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

24/240	SUBMITTED TEXT	25 WORDS	72% MATCHING TEXT	25 WORDS
<p>during the 1950s and 1960s, the human relations approach began to be considered as outdated and was discarded by many organizations. 1.4.3</p>		<p>During the 1950s and 1960s, the human relations approach began to be seen as outdated, and was abandoned by many organizations.</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

25/240	SUBMITTED TEXT	16 WORDS	80% MATCHING TEXT	16 WORDS
The human resources approach treats organizational objectives and employee needs as mutual and compatible, and		the human resources approach, which treats the organizational goals and employee needs as being mutual and compatible, and		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
26/240	SUBMITTED TEXT	33 WORDS	46% MATCHING TEXT	33 WORDS
Policies, programs, and practices should meet the needs of employees, and assist them in their work and enable personal development. 6 Introduction to HRM 7 A favorable work environment		Policies, programs and practices must cater to the needs of employees and should help them in their work and in their development. • It necessary to create and a conducive work environment,		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
27/240	SUBMITTED TEXT	18 WORDS	97% MATCHING TEXT	18 WORDS
to encourage employees to develop and harness their knowledge and skills for the benefit of the organization.		to encourage the employees to develop and harness their knowledge and skills for the benefit of the organization.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
28/240	SUBMITTED TEXT	30 WORDS	58% MATCHING TEXT	30 WORDS
the HR policies and practices should be aligned with the aim of balancing individual and organizational needs. This balance can be achieved if organizations and employees help each other		the organization. HR policies and practices should be in alignment with the goal of balancing individual and your organizational needs. This can be achieved through a mutual process where the organization and the employees help each other		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

29/240	SUBMITTED TEXT	14 WORDS	100% MATCHING TEXT	14 WORDS
The scientific management approach resulted in work methods and techniques that emphasized employee output.		The scientific management approach resulted in work methods and techniques that emphasized employee output.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
30/240	SUBMITTED TEXT	13 WORDS	90% MATCHING TEXT	13 WORDS
rule-of-the-thumb' work methods, with the 'one best way' method to accomplish a task.		rule-of-the thumb' work methods with the "one best way' to accomplish a task.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
31/240	SUBMITTED TEXT	21 WORDS	69% MATCHING TEXT	21 WORDS
did not have much formal education. 7. During the early years of the twentieth century, managers embraced the concept of the 'economic		did not have much formal education and employed minimum knowledge and skills in his work. During the early years of the twentieth century, you will find that managers embraced the of the 'economic		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
32/240	SUBMITTED TEXT	26 WORDS	70% MATCHING TEXT	26 WORDS
A worker is basically motivated by economic gain. b. Only financial incentives could maximize the worker's output. c. This concept led Taylor to oppose the differential piece-rate system.		a worker was basically motivated by economic gain and that financial incentives alone could maximize the worker's output. was this concept that led Taylor to propose the differential piece-rate system		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

33/240	SUBMITTED TEXT	19 WORDS	97% MATCHING TEXT	19 WORDS
The growing strength of unions was a major factor responsible for the shift to the concept of human relations.		The growing strength of unions was also a major factor responsible for the shift to the concept of human relations.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
34/240	SUBMITTED TEXT	15 WORDS	80% MATCHING TEXT	15 WORDS
Workers had few opportunities to use their judgment or make their own decisions. Overview of		Workers had few opportunities to use their judgement or make their own decisions. Advocates of		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
35/240	SUBMITTED TEXT	20 WORDS	83% MATCHING TEXT	20 WORDS
In order to ensure high levels of employee satisfaction and productivity, organizations have adopted the human resources approach. Which of the		in order to ensure high levels of employee satisfaction and productivity. Human Resources Approach Organizations have now adopted the human resources approach, which treats the		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
36/240	SUBMITTED TEXT	10 WORDS	100% MATCHING TEXT	10 WORDS
as human beings who act on the basis of emotions alone.		as human beings who act on the basis of emotions alone,		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

37/240	SUBMITTED TEXT	11 WORDS	100% MATCHING TEXT	11 WORDS
understand and accept the fact that individuals, and not organizations, create		understand and accept the fact that individuals, and not organizations, create		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
38/240	SUBMITTED TEXT	21 WORDS	82% MATCHING TEXT	21 WORDS
one of the biggest challenges for any manager? a. Individuals differ from each other in terms of their values, attitudes, beliefs, and culture.		one of the biggest challenges for you or any manager, for the following reasons: • Individuals differ from each other in terms of their values, attitudes, beliefs and culture.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
39/240	SUBMITTED TEXT	10 WORDS	100% MATCHING TEXT	10 WORDS
they are valuable assets and demand to be treated as such.		they are valuable assets and demand to be treated as such.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
40/240	SUBMITTED TEXT	13 WORDS	89% MATCHING TEXT	13 WORDS
The stimulating and motivational factors may not be the same for all the employees.		The stimulating and motivational factors might not be the same for all the employees.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

41/240	SUBMITTED TEXT	16 WORDS	85% MATCHING TEXT	16 WORDS
A worker is basically motivated by economic gain; financial incentives alone could maximize the worker's output. 1.5.		a worker was basically motivated by economic gain and that financial incentives alone could maximize the worker's output.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

42/240	SUBMITTED TEXT	23 WORDS	70% MATCHING TEXT	23 WORDS
Planning Planning involves formulating the future course of action. It includes determining in advance, the personnel programs and changes required that would		Planning: In planning you formulate the future courses of action. Planning includes determining in advance the personnel programs and changes required that would		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

43/240	SUBMITTED TEXT	31 WORDS	72% MATCHING TEXT	31 WORDS
foreseeing the changes in employee attitudes and finding effective ways of handling these changes. Organizing Organizing involves setting up an intentional structure of roles for employees in an organization.		foreseeing the changes in employee attitudes and evolving effective ways of handling these changes. Organizing: In organizing you establish an intentional structure of roles for people in an organization.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

44/240	SUBMITTED TEXT	17 WORDS	65% MATCHING TEXT	17 WORDS
structural considerations like chain of command, division of labor, and assignment of responsibilities. The organizing function		Structural considerations such as the chain of command, division of labor, and assignment of responsibility are part of the organizing function.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

45/240	SUBMITTED TEXT	14 WORDS	88% MATCHING TEXT	14 WORDS
relationships among employees, so that they can contribute collectively toward the attainment of		relationships among employees so that they can contribute collectively towards the attainment of		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
46/240	SUBMITTED TEXT	13 WORDS	87% MATCHING TEXT	13 WORDS
and maintaining capable and competent personnel in various positions at all levels		and maintain capable and competent personnel in various positions at all levels.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
47/240	SUBMITTED TEXT	54 WORDS	71% MATCHING TEXT	54 WORDS
manpower planning, recruitment, selection, placement, induction and orientation, transfer, career progression, and separation. Directing Directing involves channelizing all the available resources toward the common organizational goals. It ensures maximum employee contribution, helps in establishing sound industrial and human relations, and involves coordination between different departments to ensure maximum utilization of all resources, including		manpower planning, recruitment, selection, placement, induction and orientation, transfer, career progression and separation. Directing: In this process you direct all the available resources towards the common organizational goals. Thus, direction is a vital management function which ensures maximum employee contribution and also helps in establishing sound industrial and human relations. It also involves coordination between different departments to ensure maximum utilization of all resources including		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

48/240	SUBMITTED TEXT	15 WORDS	100% MATCHING TEXT	15 WORDS
	in order to ensure that the HRM functions, comply with the plans and directions.		in order to ensure that the HRM functions comply with the plans and directions.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
49/240	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	also involves coordination between different departments to ensure maximum utilization of all resources.		also involves coordination between different departments to ensure maximum utilization of all resources	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
50/240	SUBMITTED TEXT	17 WORDS	90% MATCHING TEXT	17 WORDS
	Operative Functions The operative functions of HRM are related to specific activities of HRM, namely employment,		Operative Functions The operative functions of HRM are related to specific activities of HRM, viz., employment,	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
51/240	SUBMITTED TEXT	47 WORDS	51% MATCHING TEXT	47 WORDS
	Employment Employment is the first operative function of HRM. It involves sourcing and employing individuals with suitable knowledge, skills, experience, and aptitude that are necessary to perform various jobs. It includes functions like job analysis, human resource planning, recruitment, selection, placement, and induction. Job analysis:		Employment: Employment is the first operative function of HRM. In this function, you procure and employ individuals with suitable knowledge, skills, experience and aptitude necessary to perform various jobs. You perform various sub-functions such as job analysis, human resource planning, recruitment, selection, placement, and induction. Job Analysis –	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

52/240	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	Job analysis is the process by which the tasks which comprise		Job analysis is the process by which the tasks which comprise	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
53/240	SUBMITTED TEXT	17 WORDS	90% MATCHING TEXT	17 WORDS
	are determined, and the skills and abilities required to perform it successfully are identified. – It		are determined and the skills and abilities required to perform it successfully are identified. It	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
54/240	SUBMITTED TEXT	16 WORDS	100% MATCHING TEXT	16 WORDS
	the present and future manpower requirements on the basis of long range plans and organizational objectives, –		the present and future manpower requirements on the basis of long range plans and organizational objectives. •	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
55/240	SUBMITTED TEXT	30 WORDS	66% MATCHING TEXT	30 WORDS
	present inventory of human resources by taking into account retirements, transfers, attrition, etc. – Taking steps to mold, change, and develop the existing employees to enable them to meet future organizational requirements,		present inventory of human resources, and take into account retirements, transfers, attrition etc. • Take measures to mould, change and develop the existing employees to enable them meet the future organizational requirements. •	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

56/240	SUBMITTED TEXT	11 WORDS	100% MATCHING TEXT	11 WORDS
	plans to attract and acquire valuable human resources from the market. Recruitment:		plans to attract and acquire valuable human resources from the market. Recruitment:	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
57/240	SUBMITTED TEXT	54 WORDS	42% MATCHING TEXT	54 WORDS
	a vacancy in an organization. It involves – Tapping the existing sources of applicants and identifying or creating new sources of applicants – Encouraging and attracting candidates to apply for jobs in the organization – Deciding upon the process of recruitment. Selection: Selection is the process of identifying and ascertaining the credentials of a candidate for a job.		a vacancy in an organization. In recruitment, you: • Tap the existing sources of applicants and develop new sources; • Identify or create new sources of applicants; • Stimulate and attract the candidates to apply for jobs in the organization; • Decide the recruitment procedure. Selection: The purpose of employment selection is to choose the right candidate for a job. The process in which you identify and establish the credentials of a candidate for a job	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
58/240	SUBMITTED TEXT	21 WORDS	61% MATCHING TEXT	21 WORDS
	medical fitness policy and examination procedures – Informing the candidates about the results of the selection process – Employing the selected candidates. Placement:		medical fitness policy and examination procedures; • Intimate the candidates, even the ones who are not selected, about the results of the selection process; • Employ the selected candidates. Placement:	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

59/240	SUBMITTED TEXT	14 WORDS	90% MATCHING TEXT	14 WORDS
the placement with the line/functional managers and identifying a mentor for the new entrant –		the placement with the line/functional managers and identify a mentor for the new entrant. •		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
60/240	SUBMITTED TEXT	22 WORDS	81% MATCHING TEXT	22 WORDS
to ensure satisfactory performance of an employee, his/her skills, abilities and motives to perform a job must match the requirements of the job.		To ensure the satisfactory performance of an employee, you need to see that his skills, abilities and motives to perform a job must match the requirements of the job.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
61/240	SUBMITTED TEXT	13 WORDS	89% MATCHING TEXT	13 WORDS
follow-up study and evaluating employee performance so as to determine how well the		follow-up study and evaluate employee performance so as to determine how well the		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
62/240	SUBMITTED TEXT	19 WORDS	70% MATCHING TEXT	19 WORDS
The operative function of procuring and employing individuals with suitable knowledge, skills, experience and aptitude necessary to perform various jobs		the first operative function of HRM. In this function, you procure and employ individuals with suitable knowledge, skills, experience and aptitude necessary to perform various jobs.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

63/240	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
functions such as job analysis, human resource planning, recruitment, selection, placement, and induction.		functions such as job analysis, human resource planning, recruitment, selection, placement, and induction.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

64/240	SUBMITTED TEXT	44 WORDS	50% MATCHING TEXT	44 WORDS
Human Resource Development Human resource development (HRD) is the process of training and developing employees so as to improve and update their knowledge and skills, in order to enable them to perform their jobs better. It includes developing the attitudes, beliefs, and values		Human resources development Human Resource Development (HRD) is the process in which you train and develop employees to improve and update their knowledge and skills, so as to help them perform their jobs better. The process also includes developing their attitudes, beliefs and values		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

65/240	SUBMITTED TEXT	20 WORDS	82% MATCHING TEXT	20 WORDS
organizational needs. HRD also includes performance appraisal, training, management development, and career planning and development. Performance appraisal:		organizational requirements. HRD includes performance appraisal, training, management development and career planning and development. Performance appraisal –		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

66/240	SUBMITTED TEXT	15 WORDS	89% MATCHING TEXT	15 WORDS
the performance of an employee on the job and developing a plan for improvement.		the performance of an employee on the job and develop a plan for improvement.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

67/240	SUBMITTED TEXT	10 WORDS	100% MATCHING TEXT	10 WORDS
	the organizational needs and culture – Developing suitable methods to ensure		the organizational needs and culture; • Developing suitable methods to ensure	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
68/240	SUBMITTED TEXT	41 WORDS	55% MATCHING TEXT	41 WORDS
	Identifying the training needs of the individuals and designing suitable programs – Conducting training programs or providing assistance to other departments to conduct training – Evaluating the effectiveness of the training programs Management development: Management development involves developing the employees of an organization to meet		Identifying the training needs of the individuals, keeping in view the organizational needs. • Designing suitable training programs to eliminate the gaps in knowledge, skill or attitude. • Conducting training programs, or providing support to other departments in conducting training. • Evaluating the effectiveness of the training programs and making necessary Management Development: In management development, you develop the employees of an organization to meet	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
69/240	SUBMITTED TEXT	35 WORDS	60% MATCHING TEXT	35 WORDS
	future changes and challenges. It also involves – Predicting the human resource demands of an organization and preparing to meet these demands – Enabling an employee to enhance his/her overall personality and skills for continuous		future changes and challenges. It includes forecasting the human resource demands of an organization and gearing up to meet these demands. Management development looks at enabling an employee to develop his overall personality and his capability for continuous	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

70/240	SUBMITTED TEXT	45 WORDS	35% MATCHING TEXT	45 WORDS
<p>Compensation All the extrinsic rewards received by an employee, during and after the course of his/her job, for his/her contribution to the organization, are referred to as compensation. Compensation payment must be adequate, equitable, and fair to employees. It is based on job evaluation,</p>		<p>Compensation includes all the extrinsic rewards that an employee receives during and after the course of his job, for his contributions to the organization. The principles of compensation payment are that it has to be adequate, equitable and fair to the employees. Compensation encompasses base salary, incentives, bonus and benefits and is based on job evaluation.</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

71/240	SUBMITTED TEXT	16 WORDS	93% MATCHING TEXT	16 WORDS
<p>the value of each job, in relation to other jobs in the organization, industry, and</p>		<p>the value of each job in relation to other jobs in the organization, in the industry and</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

72/240	SUBMITTED TEXT	13 WORDS	87% MATCHING TEXT	13 WORDS
<p>It involves identifying or designing suitable job evaluation techniques, evaluating various jobs,</p>		<p>It involves • Identifying/ designing suitable job evaluation techniques; • Evaluating various jobs; •</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

73/240	SUBMITTED TEXT	14 WORDS	100% MATCHING TEXT	14 WORDS
<p>the relative worth of jobs in various categories. Wage and salary administration:</p>		<p>the relative worth of jobs in various categories. Wage and salary administration:</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

74/240	SUBMITTED TEXT	29 WORDS	73% MATCHING TEXT	29 WORDS
	and operating a suitable wage and salary program. It involves conducting wage and salary surveys in the market and in the industry, determining the wage and salary rates,		and operate a suitable wage and salary program. It includes: • Conducting wage and salary survey in the market and in the industry; • Determining wage and salary rates	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
75/240	SUBMITTED TEXT	24 WORDS	68% MATCHING TEXT	24 WORDS
	evaluating the effectiveness of these programs. Incentives: The rewards earned by an employee, in addition to regular wages or salary, based on		Evaluating the effectiveness of these programs. Incentives: Incentives are the rewards an employee earns in addition to regular wages or salary based on	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
76/240	SUBMITTED TEXT	20 WORDS	60% MATCHING TEXT	20 WORDS
	the performance of the team or the organization, are known as incentives. Bonus: Bonus is a share in the		the performance of the individual, the team or the organization. Bonus: Bonus is primarily a share in the	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
77/240	SUBMITTED TEXT	12 WORDS	87% MATCHING TEXT	12 WORDS
	employees during their employment, and sometimes, even in the post-employment period,		employees during their employment, and sometimes, in the post-employment period	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

78/240	SUBMITTED TEXT	57 WORDS	80% MATCHING TEXT	57 WORDS
<p>Developing team building, team management, and leadership skills in employees • Designing and implementing a fast and suitable grievance management system • Ensuring discipline among the employees by taking immediate action to correct any deviation • Supporting employees by counseling and developing them into complete individuals and responsible citizens • Enhancing the quality of work life as well as personal life of the employees. The</p>		<p>Developing team building, team management and leadership skills in employees; • Designing and implementing a fast and suitable grievance management system; • Ensuring discipline among the employees by prompt action to correct deviations; • Supporting employees by counselling and developing them into complete individuals and responsible citizens; • Enhancing the quality of work-life and personal life of the employees. The</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

79/240	SUBMITTED TEXT	58 WORDS	42% MATCHING TEXT	58 WORDS
<p>An average employee expects his/her manager to: • Be genuinely interested in his/her work and be supportive • Bring in clarity in job responsibilities and tasks • Identify his/her strengths and suggest ways to improve them • Identify the weaknesses and encourage him/her to overcome them • Be willing to listen and accept concrete and valuable ideas • Reward the employee for his/</p>		<p>an average employee desires his manager to possess the following characteristics: • Be genuinely interested in the employee and his work; • Lend support and guidance whenever required; • Bring in clarity in terms of the of responsibilities and tasks; • Identify the strengths and suggest how to build on them; • Identify the weaknesses of the employee and encourage him to overcome them; • Take a personal interest in the employee and his problem; • Be willing to listen and accept concrete and valuable ideas; • Reward the employee for his</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

80/240	SUBMITTED TEXT	21 WORDS	73% MATCHING TEXT	21 WORDS
	wage and salary administration? i. Conducting wage and salary survey in the market and in the industry ii. Implementing wage and salary		wage and salary program. It includes: • Conducting wage and salary survey in the market and in the industry; • Determining wage and salary	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
81/240	SUBMITTED TEXT	28 WORDS	65% MATCHING TEXT	28 WORDS
	The relationship between an employee and his/her manager plays a crucial role in determining the job satisfaction level of the employee. What are the expectations that an average employee		The relationship between an employee and his manager plays a critical role in determining the job satisfaction level of the employee. Ideally, an average employee	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
82/240	SUBMITTED TEXT	10 WORDS	100% MATCHING TEXT	10 WORDS
	Be willing to listen and accept concrete and valuable ideas		Be willing to listen and accept concrete and valuable ideas; •	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
83/240	SUBMITTED TEXT	19 WORDS	97% MATCHING TEXT	19 WORDS
	Employee relations deal with the employees in the organizational context, as a social group that contributes to the organization.		employee relations, you deal with the employees in the organizational context, as a social group that contributes to the organization.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

84/240	SUBMITTED TEXT	9 WORDS	100% MATCHING TEXT	9 WORDS
	Designing and implementing a fast and suitable grievance management system		Designing and implementing a fast and suitable grievance management system; •	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
85/240	SUBMITTED TEXT	11 WORDS	100% MATCHING TEXT	11 WORDS
	the quality of work life and personal life of the employees		the quality of work-life and personal life of the employees.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
86/240	SUBMITTED TEXT	22 WORDS	63% MATCHING TEXT	22 WORDS
	Designing a performance appraisal system that suits the organizational needs and culture Introduction to HRM 19 iv. Training the employees in conducting appraisals		Designing a performance appraisal system that suits the organizational needs and culture; • Developing methods to that the system works Training all the employees in conducting appraisals; •	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
87/240	SUBMITTED TEXT	23 WORDS	72% MATCHING TEXT	23 WORDS
	the set of guidelines, which determine the way in which employees should be treated in an organization. They are based on the		the set of guidelines that helps you determine the way in which employees are to be treated in the organization. They are based on the	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

88/240	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
	<p>policies need to be updated to match the changing needs of the organization and the employees.</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>policies need to be updated to match the changing needs of the organization and the employees.</p>	
89/240	SUBMITTED TEXT	16 WORDS	82% MATCHING TEXT	16 WORDS
	<p>favor the employees of the organization and not allow any discrimination among them. For</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>favor the employees of the organization and not leave room for any discrimination among For</p>	
90/240	SUBMITTED TEXT	21 WORDS	75% MATCHING TEXT	21 WORDS
	<p>the importance of the contributions of human resources is being acknowledged and recognized, the concept of attributing an appropriate value</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>the criticality of the contributions of human resources have been acknowledged and recognized. Hence, the concept of attributing an appropriate value</p>	
91/240	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	<p>measurement of the cost and value of people for an organization (</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>measurement of the cost and value of people for an organization."</p>	

92/240	SUBMITTED TEXT	17 WORDS	94% MATCHING TEXT	17 WORDS
	set of guidelines that determine the way in which employees are to be treated in the organization.		set of guidelines that helps you determine the way in which employees are to be treated in the organization.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
93/240	SUBMITTED TEXT	17 WORDS	91% MATCHING TEXT	17 WORDS
	HR policies need to find a balance between a number of factors like organizational objectives, individual expectations,		HR policies need to find a balance between a number of factors like organizational objectives, individual expectations,	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
94/240	SUBMITTED TEXT	13 WORDS	87% MATCHING TEXT	13 WORDS
	Human resources accounting is measurement of the _____ of people for an organization.		Human resources accounting is measurement of the cost and value of people for an organization."	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
95/240	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
	helps management to value its human resources and use it with discretion and wisdom.		helps management to value its human resources and use it with discretion and wisdom.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

96/240	SUBMITTED TEXT	13 WORDS	95% MATCHING TEXT	13 WORDS
Facilitator A large number of organizational activities require HR professional to play		Facilitator A large number of organizational activities require an HR professional to play		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
97/240	SUBMITTED TEXT	16 WORDS	80% MATCHING TEXT	16 WORDS
may face problems while supervising employees due to lack of motivation, lack of training, job		may face many problems while supervising employees. These problems may be due to lack of motivation, lack of training, a job		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
98/240	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
members of the management perform their respective roles concerned with the effective use of human resources.		members of the management perform their respective roles concerned with the effective use of human resources.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
99/240	SUBMITTED TEXT	15 WORDS	90% MATCHING TEXT	15 WORDS
markets have become very competitive and businesses have been compelled to become more service-oriented.		markets have become very competitive and businesses have been forced to become more service-oriented.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

100/240	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	Factors like world-class quality, flexible manufacturing, and shorter product development cycles,		factors like world-class quality, flexible manufacturing, and shorter product development cycles	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
101/240	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	organizational culture and structure. Tall hierarchies and communication barriers have been		organizational culture and structure. Tall hierarchies and communication barriers have been	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
102/240	SUBMITTED TEXT	23 WORDS	68% MATCHING TEXT	23 WORDS
	Every company has to make efforts to improve the quality of its products and services in order to survive in highly competitive		Every company has to continuously strive to improve the quality of its products and services if it has to survive in the highly competitive	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
103/240	SUBMITTED TEXT	13 WORDS	87% MATCHING TEXT	13 WORDS
	balancing the demands of family and work, have become a major challenge,		balancing the demands of family and work has become a major challenge	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

104/240	SUBMITTED TEXT	19 WORDS	91% MATCHING TEXT	19 WORDS
Most companies are trying to eliminate discrimination based on religion, caste, creed, gender, ethnic background, etc., at the		Most companies are attempting to eliminate discrimination based on religion, caste, creed, gender, ethnic background etc. at the		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
105/240	SUBMITTED TEXT	23 WORDS	93% MATCHING TEXT	23 WORDS
Quality of Work Life Quality of Work Life (QWL) refers to the extent to which an employee's work meets his/her professional needs.		Quality of Work Life Quality of Work Life (QWL) refers to the extent to which an employee's work meets his professional needs.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
106/240	SUBMITTED TEXT	20 WORDS	65% MATCHING TEXT	20 WORDS
are continuously trying to improve the QWL of their employees by making work more rewarding, reducing their anxieties, encouraging		are continuously striving to improve the quality of work life for their employees by making work more rewarding, reducing employee's anxieties, encouraging		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
107/240	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
participation in work and employment-related decisions, and team building. 1.10.6		participation in work and employment-related decisions, and team building.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

108/240	SUBMITTED TEXT	14 WORDS	100% MATCHING TEXT	14 WORDS
the optimum utilization of human resources to achieve the set goals and objectives		the optimum utilization of human resources to achieve the set goals and objectives		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
109/240	SUBMITTED TEXT	17 WORDS	84% MATCHING TEXT	17 WORDS
with the organizational strategy and with the strategies of other functional areas like finance and marketing.		with the organizational strategy and in tandem with the strategies of other functional areas like finance and marketing.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
110/240	SUBMITTED TEXT	45 WORDS	63% MATCHING TEXT	45 WORDS
Strategic HR planning involves designing HR goals in sync with the organizational goals, identifying the human resources required to achieve these goals, and then developing these resources internally or acquiring them from outside. It also involves the development and implementation of new HR initiatives		strategic HR planning, you design HR goals in alignment with the goals of the organization, identify the human resources required to achieve these goals and then develop these resources internally or acquire them from outside. It also includes the conception and implementation of new HR initiatives		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
111/240	SUBMITTED TEXT	23 WORDS	82% MATCHING TEXT	23 WORDS
the business environment has become very fluid and turbulent. Markets have become competitive and businesses have been forced to become more service-oriented. In this		The business environment has become very fluid and turbulent in the recent times. The markets have become very competitive and businesses have been forced to become more service-oriented. In this		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

112/240	SUBMITTED TEXT	19 WORDS	100% MATCHING TEXT	19 WORDS
responsible for ensuring that all members of the management perform their respective roles concerned with the effective use of human resources.		responsible for ensuring that all members of the management perform their respective roles concerned with the effective use of human resources.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
113/240	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
Many companies believe that it is important to be lean and mean		Many companies believe that it is important to be lean and mean		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
114/240	SUBMITTED TEXT	14 WORDS	90% MATCHING TEXT	14 WORDS
that it is better to be lean and mean to survive in a competitive market		that it is important to be lean and mean to survive in a competitive market.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
115/240	SUBMITTED TEXT	11 WORDS	88% MATCHING TEXT	11 WORDS
The extent to which an employee's work meets his/her professional needs 33.		the extent to which an employee's work meets his professional needs.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

116/240	SUBMITTED TEXT	21 WORDS	100% MATCHING TEXT	21 WORDS
Strategic human resource management is the optimum utilization of human resources to achieve the set goals and objectives in the business environment.		Strategic Human Resource Management is the optimum utilization of human resources to achieve the set goals and objectives in the business environment.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
117/240	SUBMITTED TEXT	33 WORDS	58% MATCHING TEXT	33 WORDS
HR goals in alignment with goals of the organization b. Identifying human resources required to achieve goals and then arranging for such resources c. The conception and implementation of new HR initiatives required to accomplish organizational goals		HR goals in alignment with the goals of the organization, identify the human resources required to achieve these goals and then develop these resources internally or acquire them from outside. It also includes the conception and implementation of new HR initiatives required to accomplish organization goals.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
118/240	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
is the optimum utilization of human resources to achieve the set goals and objectives in the business environment.		is the optimum utilization of human resources to achieve the set goals and objectives in the business environment.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
119/240	SUBMITTED TEXT	19 WORDS	72% MATCHING TEXT	19 WORDS
The term human resource refers to the knowledge, skills, creative abilities, talents, aptitudes, values, etc. of an organization's workforce		the term human resources refers to "the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce,		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

120/240	SUBMITTED TEXT	16 WORDS	62% MATCHING TEXT	16 WORDS
	Human resource management is considered one of the most difficult and challenging areas in modern management. •		Human resource management is one of the most complex and challenging fields of modern management.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
121/240	SUBMITTED TEXT	15 WORDS	85% MATCHING TEXT	15 WORDS
	HRM is a process consisting of four functions -- acquiring, developing, motivating, and retaining human		HRM is a process that consists of four functions – acquiring, developing, motivating and retaining human	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
122/240	SUBMITTED TEXT	17 WORDS	64% MATCHING TEXT	17 WORDS
	the set of guidelines, which determine the way in which employees should be treated in an organization.		the set of guidelines that helps you determine the way in which employees are to be treated in the organization.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
123/240	SUBMITTED TEXT	12 WORDS	91% MATCHING TEXT	12 WORDS
	turbulent and dynamic markets, the values and expectations of the workforce have		turbulent and dynamic markets and the changing values and expectations of the workforce have	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

124/240	SUBMITTED TEXT	17 WORDS	73% MATCHING TEXT	17 WORDS
the specialist role of the HR manager takes the form of a service provider, executive, facilitator, consultant,		The specialist role of the HR manager takes a number of forms: • Service Provider • Executive • Facilitator • Consultant •		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
125/240	SUBMITTED TEXT	26 WORDS	85% MATCHING TEXT	26 WORDS
the optimum utilization of human resources to achieve the set goals and objectives in the business environment. It involves designing HR goals in alignment with organizational goals. 1.13.		the optimum utilization of human resources to achieve the set goals and objectives in the business environment. • Strategic HR planning involves: • Designing HR goals in alignment with the goals		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
126/240	SUBMITTED TEXT	15 WORDS	72% MATCHING TEXT	15 WORDS
an employee, during and after the course of his/her job, for his/her contribution to the organization. •		an employee receives during and after the course of his job, for his contributions to the organization.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
127/240	SUBMITTED TEXT	12 WORDS	87% MATCHING TEXT	12 WORDS
employees during their employment, and sometimes, even in the post- employment period. •		employees during their employment, and sometimes, in the post-employment period		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

128/240	SUBMITTED TEXT	21 WORDS	72% MATCHING TEXT	21 WORDS
the set of guidelines, which determine the way in which employees should be treated in an organization. They are based on the		the set of guidelines that helps you determine the way in which employees are to be treated in the organization. They are based on the		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
129/240	SUBMITTED TEXT	11 WORDS	100% MATCHING TEXT	11 WORDS
measurement of the cost and value of people for an organization.		measurement of the cost and value of people for an organization."		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
130/240	SUBMITTED TEXT	30 WORDS	46% MATCHING TEXT	30 WORDS
Human resource development (HRD): The process of training and developing employees, so as to improve and update their knowledge and skills, in order to enable them to perform their jobs better. •		Human Resource Development (HRD) is the process in which you train and develop employees to improve and update their knowledge and skills, so as to help them perform their jobs better.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
131/240	SUBMITTED TEXT	16 WORDS	75% MATCHING TEXT	16 WORDS
Incentives: The rewards earned by an employee, in addition to regular wages or salary, based on		Incentives are the rewards an employee earns in addition to regular wages or salary based on		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

132/240	SUBMITTED TEXT	17 WORDS	75% MATCHING TEXT	17 WORDS
	are determined, and the skills and abilities required to perform it successfully are identified. • Job evaluation: It is		are determined and the skills and abilities required to perform it successfully are identified. It is	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
133/240	SUBMITTED TEXT	15 WORDS	93% MATCHING TEXT	15 WORDS
	the value of each job in relation to other jobs in the organization, industry, and		the value of each job in relation to other jobs in the organization, in the industry and	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
134/240	SUBMITTED TEXT	14 WORDS	89% MATCHING TEXT	14 WORDS
	the performance of an employee on the job and developing a plan for improvement. •		the performance of an employee on the job and develop a plan for improvement.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
135/240	SUBMITTED TEXT	16 WORDS	86% MATCHING TEXT	16 WORDS
	Quality of Work Life (QWL): The extent to which an employee's work meets his/her professional needs. •		Quality of Work Life (QWL) refers to the extent to which an employee's work meets his professional needs.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

136/240	SUBMITTED TEXT	12 WORDS	87% MATCHING TEXT	12 WORDS
and maintaining capable and competent personnel in various positions at all levels		and maintain capable and competent personnel in various positions at all levels.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

137/240	SUBMITTED TEXT	34 WORDS	75% MATCHING TEXT	34 WORDS
in the organization. • Strategic HR planning: It involves designing HR goals in sync with the organizational goals, identifying the human resources required to achieve these goals, and then developing these resources internally or acquiring them from outside. •		in the business environment. • Strategic HR planning involves: • Designing HR goals in alignment with the goals of the organization • Identifying the human resources required to achieve these goals and then • Developing these resources internally or acquiring them from outside.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

138/240	SUBMITTED TEXT	18 WORDS	66% MATCHING TEXT	18 WORDS
The specialist role of the HR manager broadly takes the form of a service provider, executive, facilitator, consultant,		The specialist role of the HR manager takes a number of forms: • Service Provider • Executive • Facilitator • Consultant •		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

139/240	SUBMITTED TEXT	30 WORDS	95% MATCHING TEXT	30 WORDS
Human resource refers to "the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the values, attitudes and beliefs of the individuals involved."		human resources refers to "the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the values, attitudes and beliefs of the individuals involved."		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

140/240	SUBMITTED TEXT	25 WORDS	100% MATCHING TEXT	25 WORDS
<p>is concerned with providing a conducive work environment to the employees and nurturing them, to make them feel committed and attached to the organization.</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>is concerned with providing a conducive work environment to the employees and nurturing them to make them feel committed and attached to the organization.</p>		
141/240	SUBMITTED TEXT	25 WORDS	100% MATCHING TEXT	25 WORDS
<p>The development function has three dimensions -- employee training, management development, and career development. The motivation function includes, identifying the individual motivational needs of</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>The development function has three dimensions - employee training, management development, and career development. The motivation function includes identifying the individual motivational needs of</p>		
142/240	SUBMITTED TEXT	20 WORDS	100% MATCHING TEXT	20 WORDS
<p>The acquisition function starts with planning for the number and categories of employees required and ends with staffing. 5. (</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>the acquisition function starts with planning (for the number and categories of employees required) and ends with staffing.</p>		
143/240	SUBMITTED TEXT	15 WORDS	88% MATCHING TEXT	15 WORDS
<p>has three dimensions -- employee training, management development, and career development. The retention function</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>has three dimensions - employee training, management development, and career development. The motivation function</p>		

144/240	SUBMITTED TEXT	18 WORDS	100% MATCHING TEXT	18 WORDS
to the employees and nurturing them to make them feel committed and attached to the organization. 6. (to the employees and nurturing them to make them feel committed and attached to the organization.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
145/240	SUBMITTED TEXT	18 WORDS	82% MATCHING TEXT	18 WORDS
to use their judgment or make their own decisions. However, advocates of this approach pointed out that		to use their judgement or make their own decisions. Advocates of this approach pointed out that		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
146/240	SUBMITTED TEXT	20 WORDS	83% MATCHING TEXT	20 WORDS
of that time) did not have much formal education and employed minimum knowledge and skill in their work. 7. (of that time) did not have much formal education and employed minimum knowledge and skills in his work.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
147/240	SUBMITTED TEXT	37 WORDS	94% MATCHING TEXT	37 WORDS
The concept of the 'economic man' suggested that a worker was basically motivated by economic gain and that financial incentives alone could maximize the worker's output. This concept led Taylor to propose the differential piece-rate system.		the concept of the 'economic man', which suggested that a worker was motivated by economic gain and that financial incentives alone could maximize the worker's output. was this concept that led Taylor to propose the differential piece-rate system		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

148/240	SUBMITTED TEXT	12 WORDS	95% MATCHING TEXT	12 WORDS
Taylor expected workers to maximize production in order to satisfy their		Taylor expected the workers to maximize production in order to satisfy their		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
149/240	SUBMITTED TEXT	56 WORDS	97% MATCHING TEXT	56 WORDS
The rise of unionism gave workers the legal right to organize and to bargain collectively. The issues varied from wages and benefits to job security and working conditions. Though unionization led to the deterioration of labor-management relations in some companies, by and large, it led to greater acceptance of the principles of human relations. 9. (The rise of unionism gave workers the legal right to organize and to bargain collectively. The issues varied from wages and benefits to job security and working conditions. Though unionization led to the deterioration of labor-management relations in some companies, by and large it led to greater acceptance of the principles of human relations.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
150/240	SUBMITTED TEXT	16 WORDS	83% MATCHING TEXT	16 WORDS
The human resources approach treats organizational objectives and employee needs as being mutual and compatible.		the human resources approach, which treats the organizational goals and employee needs as being mutual and compatible,		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
151/240	SUBMITTED TEXT	22 WORDS	100% MATCHING TEXT	22 WORDS
as resources rather than as factors of production or as human beings, who act on the basis of emotions alone.		as resources rather than as factors of production or as human beings who act on the basis of emotions alone,		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

152/240	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
	all employees were considered to be equal in terms of productivity. 10. (All employees were considered to be equal in terms of productivity;	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
153/240	SUBMITTED TEXT	17 WORDS	85% MATCHING TEXT	17 WORDS
	A worker is basically motivated by economic gain; financial incentives alone could maximize the worker's output.		a worker was basically motivated by economic gain and that financial incentives alone could maximize the worker's output.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
154/240	SUBMITTED TEXT	27 WORDS	84% MATCHING TEXT	27 WORDS
	Managing people is one of the biggest challenges for any manager because individuals differ from each other in terms of their values, attitudes, beliefs and culture.		Managing people is one of the biggest challenges for you or any manager, for the following reasons: • Individuals differ from each other in terms of their values, attitudes, beliefs and culture.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
155/240	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	they are valuable assets and demand to be treated as such.		they are valuable assets and demand to be treated as such.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

156/240	SUBMITTED TEXT	15 WORDS	89% MATCHING TEXT	15 WORDS
the stimulating and motivational factors may not be the same for all the employees.		The stimulating and motivational factors might not be the same for all the employees.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
157/240	SUBMITTED TEXT	17 WORDS	90% MATCHING TEXT	17 WORDS
basically motivated by economic gain and if financial incentives alone could maximize the worker's output. 11. (basically motivated by economic gain and that financial incentives alone could maximize the worker's output.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
158/240	SUBMITTED TEXT	49 WORDS	95% MATCHING TEXT	49 WORDS
all the available resources, toward the common organizational goals. Direction is a vital management function, which ensures maximum employee contribution and also helps in establishing sound industrial and human relations. It also involves coordination between different departments to ensure maximum utilization of all resources, including human resources. 14. (all the available resources towards the common organizational goals. Thus, direction is a vital management function which ensures maximum employee contribution and also helps in establishing sound industrial and human relations. It also involves coordination between different departments to ensure maximum utilization of all resources including human resources.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

159/240	SUBMITTED TEXT	47 WORDS	76% MATCHING TEXT	47 WORDS
<p>After planning, organizing, staffing and directing the various activities of HRM, performance is verified in order to ensure that the HRM functions comply with the plans and directions. Auditing training programs, analyzing labor turnover records, directing morale surveys, and conducting exit interviews are some of the</p>		<p>After planning, organizing, staffing and directing the various activities of HRM, you verify performance in order to ensure that the HRM functions comply with the plans and directions. Auditing training programs, analysing labour turnover record; directing morale surveys, and conducting exit interviews are different ways of controlling the</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

160/240	SUBMITTED TEXT	75 WORDS	82% MATCHING TEXT	75 WORDS
<p>Job analysis is the process by which the tasks which comprise the job are determined and the skills and abilities required to perform it successfully are identified. It is the process of studying and collecting information pertaining to the operations and responsibilities of a specific job. It involves preparing job description, job specification, job requirements, and employee specification so that the HR manager can determine the nature, levels and quantum of human resources required</p>		<p>Job analysis is the process by which the tasks which comprise the jobs are determined and the skills and abilities required to perform it successfully are identified. It is the process of studying and collecting information pertaining to the operations and responsibilities of a specific job. In job analysis, you: • Prepare job description, job specification, job requirements and employee specification so that the HR manager can determine the nature, levels and quantum of human resources required.</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

161/240	SUBMITTED TEXT	22 WORDS	83% MATCHING TEXT	22 WORDS
<p>the guides, plans, and basis for job design and redesign. It also forms the basis for all operative functions of HRM.</p>		<p>the guides, plans, and basis for job design and redesign. Job analysis also forms the basis for all operative junctions of HRM.</p>		
<p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

162/240	SUBMITTED TEXT	13 WORDS	89% MATCHING TEXT	13 WORDS
	follow-up study and evaluating employee performance so as to determine how well the		follow-up study and evaluate employee performance so as to determine how well the	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
163/240	SUBMITTED TEXT	14 WORDS	89% MATCHING TEXT	14 WORDS
	follow-up study and evaluating employee performance, so as to determine how well the		follow-up study and evaluate employee performance so as to determine how well the	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
164/240	SUBMITTED TEXT	32 WORDS	50% MATCHING TEXT	32 WORDS
	of HRM. 19. (a) Employment Employment is the first operative function of human resource management. This involves procuring and employing individuals with suitable knowledge, skills, experience and aptitude necessary to		of HRM are discussed below: Employment: Employment is the first operative function of HRM. In this function, you procure and employ individuals with suitable knowledge, skills, experience and aptitude necessary to	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
165/240	SUBMITTED TEXT	14 WORDS	100% MATCHING TEXT	14 WORDS
	functions such as job analysis, human resource planning, recruitment, selection, placement, and induction.		functions such as job analysis, human resource planning, recruitment, selection, placement, and induction.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

166/240	SUBMITTED TEXT	37 WORDS	84% MATCHING TEXT	37 WORDS
<p>The purpose of employment selection is to choose the right candidate for a job. The process of identifying and establishing the credentials of a candidate for a job to ensure success is referred to as selection.</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>The purpose of employment selection is to choose the right candidate for a job. The process in which you identify and establish the credentials of a candidate for a job to ensure success is referred to as selection.</p>		
167/240	SUBMITTED TEXT	15 WORDS	90% MATCHING TEXT	15 WORDS
<p>After a selected candidate conveys his/her acceptance of the offer of employment made by</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>After a selected candidate conveys his acceptance of the offer of employment made by</p>		
168/240	SUBMITTED TEXT	25 WORDS	50% MATCHING TEXT	25 WORDS
<p>placement has to be decided, based on the company's needs. The needs of the individual should also be given due consideration wherever possible. This</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>placement has to be decided based on the needs of the organization. individual's needs also have to be given due consideration where possible. In this</p>		
169/240	SUBMITTED TEXT	17 WORDS	71% MATCHING TEXT	17 WORDS
<p>a development plan in consultation with them individually to prepare them for future tasks and responsibilities.</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>a development plan in consultation with him to prepare him for future tasks and responsibilities</p>		

170/240	SUBMITTED TEXT	25 WORDS	72% MATCHING TEXT	25 WORDS
	Career planning and development refers to identifying one's career goals and formulating plans of reaching them through various means like education, work experience, etc.		Career Planning and Development: In career planning, you identify career goals and formulate plans of reaching them through various means like education, work experience etc.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
171/240	SUBMITTED TEXT	17 WORDS	100% MATCHING TEXT	17 WORDS
	knowledge, skills and attitudes required to perform a given task or job successfully, in an individual.		knowledge, skills and attitudes required to perform a given task or job successfully, in an individual.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
172/240	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
	the employees of an organization to meet future changes and challenges. 22. (the employees of an organization to meet future changes and challenges.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
173/240	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
	the employees of an organization to meet future changes and challenges.		the employees of an organization to meet future changes and challenges.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

174/240	SUBMITTED TEXT	13 WORDS	88% MATCHING TEXT	13 WORDS
one's career goals and formulating plans of reaching them through various means.		one's career goals and formulate plans of reaching them through various means		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
175/240	SUBMITTED TEXT	23 WORDS	90% MATCHING TEXT	23 WORDS
Wage and salary administration includes conducting wage and salary survey in the market and in the industry, determining wage and salary rates,		wage and salary program. It includes: • Conducting wage and salary survey in the market and in the industry; • Determining wage and salary rates		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
176/240	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
be willing to listen and accept concrete and valuable ideas. 25. (Be willing to listen and accept concrete and valuable ideas; •		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
177/240	SUBMITTED TEXT	11 WORDS	100% MATCHING TEXT	11 WORDS
designing and implementing a fast and suitable grievance management system		Designing and implementing a fast and suitable grievance management system; •		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

178/240	SUBMITTED TEXT	27 WORDS	56% MATCHING TEXT	27 WORDS
<p>the employees. Performance appraisal deals with designing a performance appraisal system that suits the organizational needs and culture, and training the employees in conducting appraisals. 26. (</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>the organization. Performance appraisal includes: • Designing a performance appraisal system that suits the organizational needs and culture; • Developing suitable methods to ensure that the system works successfully; • Training all the employees in conducting appraisals; •</p>		
179/240	SUBMITTED TEXT	19 WORDS	55% MATCHING TEXT	19 WORDS
<p>HR policy should be easy to understand and implement and should not leave room for any discrimination among</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>HR policies should be easy to understand and implement. You should ensure that they favor the employees of the organization and not leave room for any discrimination among</p>		
180/240	SUBMITTED TEXT	15 WORDS	89% MATCHING TEXT	15 WORDS
<p>to find a balance between a number of factors like organizational objectives, individual expectations,</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>to find a balance between a number of factors like organizational objectives, individual expectations,</p>		
181/240	SUBMITTED TEXT	21 WORDS	84% MATCHING TEXT	21 WORDS
<p>organization treats human resources as just factors of production, the HR department would have a limited role to play. 28. (</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>organization where human resources are treated as just factors of production, the HR department would have a very limited role to play.</p>		

182/240	SUBMITTED TEXT	56 WORDS	93% MATCHING TEXT	56 WORDS
Human resources accounting is measurement of the cost and value of people for an organization. Till recently, people were not accounted as resources and no value was attributed to their contribution. However, in recent times, the criticality of the contributions of human resources has been acknowledged and recognized; the concept of attributing an appropriate value		Human resources accounting is measurement of the cost and value of people for an organization." Till recently, people were not accounted as resources and no value was attributed to their contribution. However, in recent ages, the criticality of the contributions of human resources have been acknowledged and recognized. Hence, the concept of attributing an appropriate value		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

183/240	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
the worth of human resources of an organization has become popular. 29. (the worth of human resources of an organization has become popular.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

184/240	SUBMITTED TEXT	15 WORDS	100% MATCHING TEXT	15 WORDS
that all members of the management perform their respective roles concerned with the		that all members of the management perform their respective roles concerned with the		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

185/240	SUBMITTED TEXT	14 WORDS	100% MATCHING TEXT	14 WORDS
need information to make decisions on various employee-related issues like deployment of personnel,		need information to make decisions on various employee related issues like deployment of personnel.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

186/240	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
seek the advice of HR specialists to resolve such problems smoothly.		seek the advice of HR specialists to resolve such problems smoothly.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
187/240	SUBMITTED TEXT	27 WORDS	75% MATCHING TEXT	27 WORDS
The concept of 'job security' has become outdated since no employee knows when he/she might be asked to leave an organization and search for another job.		The concept of 'job security' has become outdated as no employee knows when he might be asked to take leave and search for another job.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
188/240	SUBMITTED TEXT	11 WORDS	88% MATCHING TEXT	11 WORDS
The extent to which an employee's work meets his/her professional needs		the extent to which an employee's work meets his professional needs.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
189/240	SUBMITTED TEXT	19 WORDS	92% MATCHING TEXT	19 WORDS
Quality of Work Life (QWL) refers to the extent to which an employee's work meets his/her professional needs.		Quality of Work Life (QWL) refers to the extent to which an employee's work meets his professional needs.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

190/240	SUBMITTED TEXT	33 WORDS	93% MATCHING TEXT	33 WORDS
	<p>some expectations from work, like a sense of satisfaction or achievement, security, a high self-esteem, etc. The quality of work life gets better when more and more of these employee needs are</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>some expectations from your work, like a sense of satisfaction or achievement, security, a high self-esteem etc. The quality of work life gets better when more and more of these needs are</p>	
191/240	SUBMITTED TEXT	52 WORDS	82% MATCHING TEXT	52 WORDS
	<p>Strategic HR planning involves designing HR goals in alignment with the goals of the organization, identifying the human resources required to achieve these goals, and then developing these resources internally or acquiring them from outside. It also includes the conception and implementation of new HR initiatives required to accomplish organizational goals.</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>strategic HR planning, you design HR goals in alignment with the goals of the organization, identify the human resources required to achieve these goals and then develop these resources internally or acquire them from outside. It also includes the conception and implementation of new HR initiatives required to accomplish organization goals.</p>	
192/240	SUBMITTED TEXT	37 WORDS	100% MATCHING TEXT	37 WORDS
	<p>Organizations in today's world are continuously striving to improve the quality of work life for their employees by making work more rewarding, reducing employee's anxieties, encouraging employee participation in work and employment-related decisions, and team building.</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>Organizations in today's world are continuously striving to improve the quality of work life for their employees by making work more rewarding, reducing employee's anxieties, encouraging employee participation in work and employment-related decisions, and team building.</p>	

193/240	SUBMITTED TEXT	20 WORDS	100% MATCHING TEXT	20 WORDS
	the optimum utilization of human resources to achieve the set goals and objectives in the business environment. 45		the optimum utilization of human resources to achieve the set goals and objectives in the environment.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
194/240	SUBMITTED TEXT	26 WORDS	57% MATCHING TEXT	26 WORDS
	the world have crossed domestic borders to enter the international business arena. Large companies, tough competition, and greater challenges are the features of international business.		the world over have crossed domestic borders to enter the world of international business. International business is characterized by large companies, fierce competition and greater challenges. The greatest challenge of an international business	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
195/240	SUBMITTED TEXT	21 WORDS	81% MATCHING TEXT	21 WORDS
	cross-border trade agreements like GATT (General Agreement on Tariffs and Trade) have helped in eliminating trade barriers between countries and		cross-border trade agreements like GATT (General Agreement on Tariffs and Trade) and WTO (World Trade Organization) have helped in removing trade barriers between countries and	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

196/240	SUBMITTED TEXT	73 WORDS	85% MATCHING TEXT	73 WORDS
	to the respective local demands and culture. The management of human resources in international business is known as International Human Resource Management (IHRM). The countries that the firm chooses to operate in can be different in terms of culture, language, economic situation, and political and legal systems. Management styles and conventions can also be different in each of these countries. Therefore, it is not easy for a firm to globalize its business.		to the respective local demands and culture. The management of human resources in an international business is known as International Human Resource Management (IHRM). The countries that the firm chooses to operate in, can be different in terms of their culture, language, economic situation, political and legal systems. Management style and conventions can also be different in each of these countries. Therefore, it is not easy for a firm to globalize its business.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
197/240	SUBMITTED TEXT	15 WORDS	96% MATCHING TEXT	15 WORDS
	the management of human resources of an organization in the context of international business.		the management of the human resources of an organization in the context of international business.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
198/240	SUBMITTED TEXT	26 WORDS	56% MATCHING TEXT	26 WORDS
	local responsiveness, international firms transfer core competencies overseas, global firms realize experience curve and location economies, and transnational firms perform all these things simultaneously.		local responsiveness; international firms, by transferring core competencies overseas; global firms, by realizing experience curve and location economies: and transnational firms, by doing all these things simultaneously.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

199/240	SUBMITTED TEXT	12 WORDS	100% MATCHING TEXT	12 WORDS
three dimensions: human resource activities, type of employees, and countries of		three dimensions - Human resource activities, type of employees and countries of		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
200/240	SUBMITTED TEXT	24 WORDS	100% MATCHING TEXT	24 WORDS
The three categories of employees of a global company are the parent- country nationals (PCNs), the host- country nationals (HCNs), and the third- country nationals (TCNs). •		The three categories of employees of a global company are the parent-country Nationals (PCNs), the host- country nationals (HCNs) and the third-country nationals (TCNs).		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
201/240	SUBMITTED TEXT	18 WORDS	91% MATCHING TEXT	18 WORDS
the responsibility of ensuring a basic uniformity of structure, operations, policies, and benefits across different business units		The responsibility of ensuring a basic uniformity of structure, operations, policies and benefits across different business units		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
202/240	SUBMITTED TEXT	12 WORDS	95% MATCHING TEXT	12 WORDS
irrespective of their size, are exposed to the international business environment.		irrespective of their size, are being exposed to the international business environment.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

203/240	SUBMITTED TEXT	11 WORDS	100% MATCHING TEXT	11 WORDS
The three categories of employees of a global company are		The three categories of employees of a global company are		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
204/240	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
Approaches to IHRM There are three different approaches to internationalization or globalization		Approaches to IHRM There are three different approaches to internationalization or globalization.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
205/240	SUBMITTED TEXT	16 WORDS	87% MATCHING TEXT	16 WORDS
differentiate international firms in terms of their strategies, products/services, and policies and systems. These are		differentiate international firms in terms of their strategies, products/services and policies and systems. These approaches are		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
206/240	SUBMITTED TEXT	16 WORDS	66% MATCHING TEXT	16 WORDS
varying needs have to be catered to. They adopt customized strategies, products, policies, and systems.		varying needs have to be catered to. Organizations which adopt this approach customize their strategies, products, policies and systems		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

207/240	SUBMITTED TEXT	11 WORDS	100% MATCHING TEXT	11 WORDS
<p>approach reflects the geographic strategy and structure of the Multinational</p> <p>SA Chapter 1-fehmina.doc (D25611139)</p>				
208/240	SUBMITTED TEXT	21 WORDS	77% MATCHING TEXT	21 WORDS
<p>Like the geocentric approach, regiocentric approach utilizes a wider pool of managers but in a limited way. Staff may move</p> <p>SA Chapter 1-fehmina.doc (D25611139)</p>				
209/240	SUBMITTED TEXT	20 WORDS	55% MATCHING TEXT	20 WORDS
<p>It can produce federalism at a regional level rather than at country basis and constrain the MNE from developing a</p> <p>SA Staffing policies in multinational corporations.docx (D36715316)</p>				
210/240	SUBMITTED TEXT	11 WORDS	87% MATCHING TEXT	11 WORDS
<p>It prevents international firms from understanding and adapting to the local culture.</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>				

211/240	SUBMITTED TEXT	11 WORDS	83% MATCHING TEXT	11 WORDS
	views the world as a 'differentiated marketplace' and is based on 'customization'?		views the world as a market place and is based on 'customization'.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
212/240	SUBMITTED TEXT	24 WORDS	57% MATCHING TEXT	24 WORDS
	Features of IHRM Following are the features of international HRM which distinguish it from domestic HRM: 3.5.1 Increased Complexity of HR Activities		Features of IHRM The basic features of international HRM which differentiate it from domestic HRM can be discussed under the following heads: • Increased complexity of HR activities •	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
213/240	SUBMITTED TEXT	30 WORDS	94% MATCHING TEXT	30 WORDS
	responsibilities like employee relocation and orientation, administrative and other support services for expatriates, adherence to social and legal rules in the host nations, maintenance of relationships across borders, etc.		responsibilities include employee relocation and orientation, administrative and other support services for expatriates, adherence to social and legal rules in the host nations, maintenance of relationships across borders, etc.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
214/240	SUBMITTED TEXT	17 WORDS	61% MATCHING TEXT	17 WORDS
	to be relocated • Pre-departure training, immigration information, travel information, and assistance on housing, shopping, medical care, and		to be imparted pre-departure training, provided information related to immigration and travel and assistance on housing, shopping, medical care, education and	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

215/240	SUBMITTED TEXT	13 WORDS	84% MATCHING TEXT	13 WORDS
Compensation details in terms of salary abroad, international allowances payable, and taxation liabilities •		compensation details in terms of the salary abroad, the various international allowances payable and the taxation liabilities		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
216/240	SUBMITTED TEXT	14 WORDS	100% MATCHING TEXT	14 WORDS
employees perceive equity and uniformity in HR policies and their implementation. 3.5.2		employees perceive equity and uniformity in HR policies and their implementation.		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
217/240	SUBMITTED TEXT	14 WORDS	84% MATCHING TEXT	14 WORDS
Stronger Relationship with Employees and their Families The HR manager should develop a		Stronger Relationship with Employees and their Families: The HR manager needs to develop a		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				
218/240	SUBMITTED TEXT	22 WORDS	72% MATCHING TEXT	22 WORDS
the employee's family in the organization as well as the HR department for a secure and comfortable life in the foreign		the employee's family trust the organization and the HR department for a secure and comfortable life in the foreign		
W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php				

219/240	SUBMITTED TEXT	29 WORDS	71% MATCHING TEXT	29 WORDS
<p>in a foreign country for a considerably long period of time, it is the management's responsibility to arrange for the employee's family to accompany him/her to the foreign</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>in a foreign country for a considerably long period of time, it becomes the responsibility of the management to arrange for the employee's family to accompany the employee to the foreign</p>		
220/240	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
<p>Diluted Risk on the Business Front and Increased Risk on People Front</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>Diluted risk on the business front and increased risk on people front</p>		
221/240	SUBMITTED TEXT	14 WORDS	70% MATCHING TEXT	14 WORDS
<p>features of international HRM that differentiate it from domestic HRM? i. Increased complexity of HR activities</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>		<p>features of international HRM which differentiate it from domestic HRM can be discussed under the following heads: • Increased complexity of HR activities •</p>		
222/240	SUBMITTED TEXT	1 WORDS	100% MATCHING TEXT	1 WORDS
<p>business/100-fdi-in- telecom-sector-via-automatic-route-allowed-union-minister- 101631702033660.</p> <p>W https://www.hindustantimes.com/business/100-fdi-in-telecom-sector-via-automatic-route-allowed-uni ...</p>		<p>Business / 100% FDI in telecom sector via automatic route allowed: Union minister 100%</p>		

223/240	SUBMITTED TEXT	14 WORDS	96% MATCHING TEXT	14 WORDS
	the management of human resources of an organization in the context of international business.		the management of the human resources of an organization in the context of international business.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
224/240	SUBMITTED TEXT	18 WORDS	89% MATCHING TEXT	18 WORDS
	International human resource management (IHRM): The management of human resources of an organization in the context of international business. •		International Human Resource Management is the management of the human resources of an organization in the context of international business. •	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
225/240	SUBMITTED TEXT	15 WORDS	66% MATCHING TEXT	15 WORDS
	varying needs have to be catered to. They adopt customized strategies, products, policies, and systems.		varying needs have to be catered to. Organizations which adopt this approach customize their products, policies systems	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
226/240	SUBMITTED TEXT	20 WORDS	85% MATCHING TEXT	20 WORDS
	is the management of the human resources of an organization in the context of international business. Explain the concept of		is the management of the human resources of an organization in the context of international business. The complexity of	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

227/240	SUBMITTED TEXT	16 WORDS	75% MATCHING TEXT	16 WORDS
	differentiate international firms in terms of their strategies, products/services, and policies and systems. Discuss these three approaches		differentiate international firms in terms of their strategies, products/services and policies and systems. These approaches	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
228/240	SUBMITTED TEXT	19 WORDS	89% MATCHING TEXT	19 WORDS
	While this approach does improve career prospects at the national level, it moves the barrier to the regional level.			
	SA Staffing policies in multinational corporations.docx (D36715316)			
229/240	SUBMITTED TEXT	10 WORDS	100% MATCHING TEXT	10 WORDS
	International Human Resource Management: Managing People in a Multinational Context,"			
	SA Monica Singh - Chapter on IHRM.docx (D143177424)			
230/240	SUBMITTED TEXT	21 WORDS	93% MATCHING TEXT	21 WORDS
	The three categories of employees of a global company are parent- country nationals (PCNs), host-country nationals (HCNs), and third- country nationals (TCNs).		The three categories of employees of a global company are parent-country Nationals (PCNs), the host-country nationals (HCNs) and the third-country nationals (TCNs).	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

231/240	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
	three dimensions - - human resource activities, type of employees, and countries of		three dimensions - Human resource activities, type of employees and countries of	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
232/240	SUBMITTED TEXT	13 WORDS	100% MATCHING TEXT	13 WORDS
	International Human Resource Management: Managing People in a Multinational Context," Peter J. Dowling,			
	SA IHRM summary presentation.pptx (D16916057)			
233/240	SUBMITTED TEXT	19 WORDS	71% MATCHING TEXT	19 WORDS
	the three categories of employees of a global company are parent-country national, host country national, and third country		The three categories of employees of a global company are parent-country Nationals (PCNs), the host-country nationals (HCNs) and the third-country	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
234/240	SUBMITTED TEXT	18 WORDS	91% MATCHING TEXT	18 WORDS
	approach is that it prevents international firms from understanding and adapting to the local culture. (Polycentric approach		approach is that it prevents international firms from understanding and adapting to the local culture. Polycentric Approach:	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

235/240	SUBMITTED TEXT	20 WORDS	100% MATCHING TEXT	20 WORDS
	assumes that markets and cultures are different in different countries and their varying needs have to be catered to		assumes that markets and cultures are different in different countries and their varying needs have to be catered to.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
236/240	SUBMITTED TEXT	16 WORDS	90% MATCHING TEXT	16 WORDS
	approach, the organization identifies its best practices and resources from within and outside the organization		approach, the organization identifies its best practices and resources from within and outside the organization	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
237/240	SUBMITTED TEXT	20 WORDS	50% MATCHING TEXT	20 WORDS
	the parent company to the subsidiary. In the polycentric approach, the transfer of knowledge from the parent company to the		the parent company's corporate culture in the subsidiary. The basic advantage of this approach is that the transfer of knowledge from the parent to the	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			
238/240	SUBMITTED TEXT	11 WORDS	100% MATCHING TEXT	11 WORDS
	may be hindered due to the autonomy of the subsidiaries.		may be hindered due to the autonomy of the subsidiaries.	
	W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php			

239/240	SUBMITTED TEXT	62 WORDS	90% MATCHING TEXT	62 WORDS
	<p>Expatriates have to be given pre-departure training, provided information related to immigration and travel, and given assistance on housing, shopping, medical care, education, and recreation as part of their relocation and orientation. It is also important for the HR department to finalize compensation details in terms of the salary abroad, the various international allowances payable, and the taxation liabilities of the</p> <p>Expatriates have to be imparted pre-departure training, provided information related to immigration and travel and assistance on housing, shopping, medical care, education and recreation as part of their relocation and orientation. It is important for the HR department to finalize compensation details in terms of the salary abroad, the various international allowances payable and the taxation liabilities of the</p> <p>W https://www.mba-institute.org/MBA_Certified_Human_Resources_Professional_Training.php</p>			
240/240	SUBMITTED TEXT	18 WORDS	71% MATCHING TEXT	18 WORDS
	<p>is the interplay of the three dimensions - - human resource activities, type of employees, and countries of</p> <p>SA Monica Singh - Chapter on IHRM.docx (D143177424)</p>			