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HUMAN RESOURCES MANAGEMENT
PART A - 2 MARK QUESTIONS
COMPILED BY : R.ANGAYARKANNI, Asst.prof. of Commerce
UNIT I

1. What is Human Resources management ?

Human Resource Management is the process of recruitment & selection, providing orientation and induction, training & development, appraising performance, compensating, maintaining relationships, looking welfare, healthy and safety measures of employees and ensure full compliance with labour laws of the land.

2. What is Planning ?

Planning is a management process, concerned with defining goals for company's future direction and determining on the missions and resources to achieve those targets. To meet the goals, managers may develop **plans** such as a business plan or a marketing plan.

3. What do you mean by Organising ?

“**Organising** is the process of identifying and grouping the work to be performed, defining and delegating the responsibility and authority and establishing a pattern of relationship for the purpose of enabling people work most effectively to accomplish the objective”.

4. What is Directing in HRM ?

Directing is a management function through which the management instructs, guides, and inspires the employees by communicating with them. It also oversees the performance of the employees for the achievement of the predetermined goals.

5. What is the function of Controlling ?

Controlling implies measurement of accomplishment against the standards and correction of deviation if any to ensure achievement of organizational goals. The purpose of **controlling** is to ensure that everything occurs in conformities with the standards.

6. What are the steps in Controlling Process ?

- i) Establishing Standards
- ii) Measuring Actual Performance
- iii) Comparing the Actual Performance with the standards laid down already
- iv) Measuring deviations and
- v) Taking corrective actions

7. What is Personnel Policy ?

A **personnel policy** is a preplanned course of action establishing a guide to work toward acceptable outcomes and objectives. **Personnel policies** are the rules that govern how to deal with a human resources or **personnel** related situation.

8. What is HRM Procedure ?

Policies are general instructions whereas procedures are specific applications. A procedure is a well thought out course of action. It prescribes the specific manner in which a piece of work is to be done. Procedures are called action guidelines. They are generally derived from policies. Where policies define a broad field, procedures show a sequence of activities within that area. The emphasis is on chronological, step-by-step sequence of required actions.

9. What is a HRM Programme ?

Personnel programs are complex sets of goals, policies, procedures, rules steps to be taken, resources to be employed, and other elements necessary to carry out a given course of action. It can be said that rules and **programs** are aids to policy.

10. What is Global HRM ?

Global **HRM** refers to Human Resource Management practices that deal with managing a diversity of workforce from all around the world. The impact of **globalization** on **HRM** is as follows: Managing Cultural Diversity: Managing different employees from different cultures in the same organisation is a complex activity.

11. What is Diversity in HRM ?

Many companies pride themselves on having a **diverse workforce**, one that is made up of individuals with a wide range of characteristics and experiences. Some of the key characteristics of **workforce diversity** include race, ethnicity, gender, age, religion, ability, and sexual orientation.

12. What is Human resource Audit ?

A Human Resources **Audit** (or **HR Audit**) is a comprehensive method (or means) to review current human resources policies, procedures, documentation and systems to identify needs for improvement and enhancement of the **HR** function as well as to assess compliance with ever-changing rules and regulations.

13. What is a Personnel Audit ?

Personnel audit is a term used for a case study of human resources in the organization. This is a kind of **audit**, its subject is an objective and independent review and assessment of the condition and suggestion of solutions to increase the effectiveness of individuals, organizational units and whole organization.

14. What is Human Resource Information System ?

The **Human Resource Information System (HRIS)** is a software or online solution for the data entry, data tracking, and data **information** needs of the **Human Resources**, payroll, management, and accounting functions within a business.

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UNIT II

1. What is **Manpower Planning (or) HR planning** ?

Human resource planning, or **HRP**, is the ongoing, continuous process of systematic planning to achieve optimum use of an organization's most valuable asset — its human resources. The objective of human resource planning is to ensure the best fit between employees and jobs while avoiding manpower shortages or surpluses.

2. What is **Time-Study** in HRM ?

Time Study is a systematic observation, analysis, and measurement of the separate steps in the performance of a specific job for the purpose of establishing a standard **time** for each performance, improving procedures, and increasing productivity.

3. What is **Motion-Study** in HRM ?

Motion Study is the “**Science of eliminating wastefulness resulting from ill-directed and inefficient motions**”. The main aim of motion study is to find the scheme of least wastage of labour.

Motion study can also be defined as “**Systematic recording and critical examination of existing and proposed ways of doing work as a means of developing and applying easier and more effective method and thereby reducing cost**”.

4. What is **Ration Analysis** in HRM ?

Ratio analysis is one means of ensuring that you have the right amount of employees for the amount of work by determining the number of employees needed based on some element of production or sales. **Ratio analysis** is the beginning of HR forecasting; it is not the entire process.

5. What is **Job Analysis** ?

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

6. What are **steps in Job Analysis** ?

- i) The tasks to be performed in a given job
- ii) The conditions under which the job has to be performed and
- iii) the skills and capabilities required to perform the job.

7. What do you mean by **Job Conditions** ?

Job Conditions refer to the Environment in which a particular job is performed. It includes not only the physical environment but the social environment as well.

Example : Factory work is done in the midst of noisy machines, boilers and furnaces.

8. What is **Job Description** ?

Job Description is a **written statement** of the **nature and content of a particular job**. It is prepared on the basis of information obtained through Job analysis. It normally gives the following particulars about each job :

- i) Name/Title of the Job
- ii) Designation
- iii) Department
- iv) Duties & Responsibilities
- v) Working Conditions and
- vi) Accountability

9. What is **Job Specification** ?

Job Specification may be defined as "the process of determining the requirements sought in the individual for a given job". It is based on the job analysis and job description. **Job Specification helps to choose the right man for the right job.**

10. What is **Job Enrichment** ?

Job Enrichment is a management concept that involves redesigning **jobs** so that they are more challenging to the employee and have less repetitive work. By doing this, employees feel like their work has meaning and is important to the company.

11. What is **Job Enlargement** ?

Job Enlargement is a **job** design technique wherein there is an increase in the number of tasks associated with a certain **job**. In other words, it means increasing the scope of one's duties and responsibilities. The increase in scope is quantitative in nature and not qualitative and at the same level.

12. What is **Re-Engineering** ?

Re-Engineering in an organisation is the process of reviewing all the different levels of an organisation's way of doing business and considering how to improve things.

13. What do you mean by **Recruitment** ?

Recruitment is the process of finding suitable candidates for the various posts in an organisation.

According to EDWIN B. FLIPPO "Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation".

14. Define **Selection**.

Selection is the process in which the candidates for employment are divided into two classes, those who are to be offered employment and those who are not to be.

15. What is "**Application Blank**" ?

Application Blank is a Printed Application containing the details desired by the employer from the candidate with sufficient space for the candidate to furnish the particulars.

16. What do you mean by **Interview** ?

Interview is a face-to-face oral examination of a candidate by an employer. interview may be held at two stages - Preliminary Interview and Final Interview. The Interview enables the employer to examine the candidate thoroughly.

17. Give the meaning of **Placement** .

Placement is the **act of placing someone in a particular job**, usually to get some work experience.

18. What is an **Induction** ?

Induction is the action or process of inducting someone to a post or organisation, the process or action of bringing about (or) giving rise to so (or)the first step towards gaining an employee's commitment, **it is aimed at introducing the job and organisation to the employees.**

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UNIT III

1. What do you mean by **Training** ?

Training is the process of imparting skill or job knowledge to a person. It **takes an individual from where he is to where he should be**. The term Training is used to indicate the only process by which aptitudes, skill and abilities of employees to perform specific jobs are increased.

2. What is "**on-the job training**" ?

On-the job training refers to training given to an employee in the place where he is employed. Work and Learn is the philosophy of such a training concept. The following are some of the important **on-the job training** methods :

- i) Induction Training
- ii) Apprenticeship Training
- iii) Refresher Training
- iv) Job Rotation
- v) Placement as assistants and
- vi) Vestibule Training

Most of the **on-the job training** methods are suitable for training clerical employees and factory workers.

3. What is "**Off-the job Training**" ?

Off-the job Training refers to training given to staff at a place away from the actual work place. The following are some of the important off-the job training methods :

- i) Lectures and Conferences
- ii) Role Playing
- iii) Case Study
- iv) Management Games
- v) Brain Storming and
- vi) Sensitivity Training

The off-the job training methods are suitable for training Junior Executives.

4. Give the meaning of **Induction Training**.

Induction Training is also known as "orientation training". It is required for all new employees. A person who has just been inducted into an organisation must be informed of his duties. The nature of his work must be clearly explained to him.

Example : A person who has been appointed as a clerk in the office must be clearly explained the specific task he has to perform - whether records management, mail handling, maintenance of accounts or cash management.

Induction Training is given for that purpose.

5. What is "**Apprenticeship Training**" ?

Apprenticeship Training is a method of training in which, the trainee called 'apprentice' is placed under a qualified senior worker. The apprentice learns the work by observing and assisting his senior. In the case of jobs requiring skills, apprenticeship training is the most suitable method to impart knowledge and skill. Machinists, electricians, welders, plumbers etc., usually learn their jobs by working as apprentices. During the period of training the apprentice gets a consolidated pay called "Stipend".

6. What is a "**Refresher Training**" ?

Refresher Training is a training to enable the workers to constantly update their job knowledge. Unless an employee constantly updates his knowledge and skill in tune with the needs, he can not survive.

Example : Photo films were processed manually at olden days. But computer-aided processing and printing is in existence now, which demanded Refresher Training,

Computerisation in the field of banking and other areas also necessitated **Refresher Training**.

7. What is **Job Rotation** ?

Job Rotation is a training method under which an employee is exposed to different kinds of jobs.

Example : Bank Employees receive such a training

8. What do you mean by **Vestibule Training** ?

Vestibule Training refers to a training given to workers at a place away from the shop floor, that has all facilities that are available on the shop floor.

The term **Vestibule** refers to a training school established within the factory premises. The place of training almost resembles the actual working place.

9. What is **Role-Playing** ?

Role-Playing is a training method in which the trainees are asked to assume certain organisational roles and enact them spontaneously under classroom conditions. Example : A participant may be asked to play the role of the manager who has just received notice of strike from his employees.

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Brain Storming is a problem-solving technique under which people, who are experts in their respective fields, put forth their views on a specific problem. It helps the problem to be analysed from different angles and to find an ideal solution. Example : Lack of product

acceptance in the market is a serious problem which needs the executives of production, marketing, finance and other departments meet and discuss.

11. What is **Promotion** ?

Promotion refers to **elevation in an employee's position in the organisation**. An employee getting promotion moves to a higher position in the organisation that **gives him higher pay, greater authority and so on**.

12. Criteria / Basis for promotion.

i) Seniority and ii) Merit.

The length of service of an employee determines his 'seniority'. When Promotion is given based on the number of years of service, it is called Seniority-based Promotion.

The merit of an employee is determined by his performance. Weightage may also be given for one's qualifications and academic achievements. Promotion on such factors is called Merit-based Promotion.

13. What is "**Sensitivity Training**" ?

Sensitivity Training involves interaction among members of an informal group under strained conditions. Members become sensitive of each other's feeling and this helps them to develop a sense of tolerance. It is also known as "T" group training.

14. What is **Demotion** ?

Demotion takes place **when an employee is sent to a lower position from a higher position in the organisation**. It is done as a measure of punishment. An employee who is shirking duties or showing negligence may be demoted.

15. What is **Career-Planning** ?

Career-Planning is the process by which a person selects his career goals and the path to attain these goals. "Career Goals" are the future positions a person strives to reach. The sequential pattern of jobs that form a career is what is known as "Career Path".

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UNIT IV

1. What do you mean by **Performance Appraisal** ?

Performance Appraisal is the process of evaluating the performance of an employee to find how far he is progressing. Such an assessment would indicate whether he is efficient or not. **Performance Appraisal** is also known as 'merit-rating' or 'efficiency rating'.

2. What is **MBO(Management By Objectives)** ?

MBO(Management By Objectives) is a technique by which the superior and the subordinate jointly identify the objectives desired to be achieved by the subordinate in tune with the overall results expected. The concept of MBO was developed by Peter Drucker.

3. What do you mean by **Quality of Work Life** ?

Quality of Work Life refers to the favourableness or unfavourableness of a **job environment** for people.

Otherwise, QWL refers to the extent to which the members of an organisation find the work environment conducive. It is concerned with improving 'labour-management co-operation' to solve many organisational problems, achieving the desired level of performance and securing greater employee satisfaction.

4. What is **Workers Participation in Management** ?

The **Workers Participation in Management** refers to the mental and emotional involvement of workers in a group situation which encourages to contribute to group goals and share the responsibility of achieving them.

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UNIT V

1. What do you mean by **Grievance** ?

Grievance is a **feeling of discontent or dissatisfaction** arising out of anything connected with an employee's job.

Every Employee has certain **job expectations**. When the organisation, where the employee is working, fails to fulfil such expectations, he develops a feeling of discontent or dissatisfaction. A dissatisfied employee is bound to have grievances. **Grievance**, thus, arises due to the **gap between the expectations of an employee and the extent of their fulfilment**.

2. What is a **Complaint box** ?

Complaint box is a box like post-box, kept at the work place to drop the written complaints of the workers.

3. What do you mean by **Collective Bargaining** ?

Collective Bargaining is the process by which the representatives of the employer and of the employees meet and discuss and also reach an agreement on the various terms and conditions of service of the employees.

Collective Bargaining is a technique used for compromising the conflicting interests of the employer and the employees. It involves discussion and negotiation between the workers and the Management on every important aspect of work. Example : Pay, working conditions, career advancement, production target, sales target, quality standards etc.

I – M. Com - QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

2 Marks questions with answers

1. Simple regression: Only two variable are studies to find the regression relationships, it is known as simple regression analysis – one is treated as an independent variable while the other as dependent one.
2. Regression: It is the measure of the average relationship between two or more variables in terms of the original units of the data.
3. Correlation: If the relationship is of quantitative nature, the appropriate statistical tool to discover and measure that relation and express it in the form of a brief formula, is correlation
4. Merits of Rank Correlation: Shape the distribution, parameter of the population – it cannot be applied to the variable frequency distribution.
5. Time Series: A time series consists of data arranged chronologically.
6. Components of time series: Secular trend, seasonal variations, cyclical variations and irregular variations.
7. Uses of trend: Facilitate comparison, to predict future behavior, forecasting the trade cycle
8. Probability : The outcomes of a random experiment are termed as events. The probability for the occurrence of an event A is defined as the ratio between the number of favorable outcomes for the occurrence of the event and the total number of possible outcomes.
9. Binomial Distribution: It is a distribution associated with repetition of independent trials of an experiment. Each trial has two possible outcomes, generally called success and failure. Such a trial is known as Bernnoulli trial.
10. Poisson Distribution: The approximation of binomial when n is large and p is close to zero is called the Poisson distribution.

11. Normal distribution: The approximation of binomial when n is large and p is not close to zero is called normal distribution.

12. Null hypothesis: It is formulated only to test whether there is any relationship between variables related to the problem being studied. It is formed as a negative statement.

13. Hypothesis: It is a proposition, which can be put to test to determine validity.

14. Alternative hypothesis: It is a statement, which is accepted, after the null hypothesis is rejected based on the test result

15. Uses of t test: It is used to test whether a specific value is the population mean when the given sample is a small sample and the population standard deviation is not known. It is also used to test the significance of difference between the means of two populations based on two small samples of sizes n_1 and n_2 when the standard deviations of the populations are not known and also the samples drawn are independent. It is also used to test the significance of difference between the means of paired observations.

16. F – test: A continuous probability distribution called Snedecor's F- distribution. Here F is named after R. A . Fisher.

17. ANOVA : Analysis of variance is a technique used to test equality of means, when more than two populations are considered. In z-test and t-test we considered only the equality of two population means. If there are more than two populations for testing the equality of their means of analysis of variance method is applied.

18. Chi-square test: It is useful for comparison of observed frequencies with theoretical frequencies and to draw decision whether there is any significant difference between these two sets. In this context test is called non – parametric test.

19. Transportation problem: The transportation problems are one of the types of LPP, in which objective is to transport various quantities of a single homogeneous commodity, to different destinations in such a way that the total transportation cost is minimum. Objective is minimization of transportation cost.

20. LPP: It is a mathematical technique for finding the best uses of an organization's resources – help managers in planning and decision making – it has demonstrated its value in different areas .

21. Feasible solution: Any set of variables satisfying the system of constraints is called solution of the system of equations. Any solution which also satisfies the non-negativity restrictions, is called a feasible solution.

22. Optimal solution : A feasible solution is said to be optimal if it minimizes the total transportation cost. The optimal solution itself may or may not be a basic solution. This done through successive improvements to the initial basic feasible solution until to further decrease in transportation cost is possible.

23. Assignment problem: It deals in allocating the various resources or items to various activities on one to one basis in such a way that the time or cost involved is minimized and sale or profit is maximizes..

24. Dummy activity: This is an activity which does not consume time or resources. It is used only to show logical dependencies between activities so as not to violate the rules for drawing networks. It is represented by a dotted arrow line in a network diagram.

25. Basic feasible solution: Any feasible solution for which the vectors associated with non – zero variables, and linearly independent is called a basic feasible solution.

26. Assumptions of LPP: Conditions of certainty, additively, divisibility

27. Objectives of LPP: There must be an objective the firm wants to achieve. The major objective - maximize the profits – minimize the cost

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