

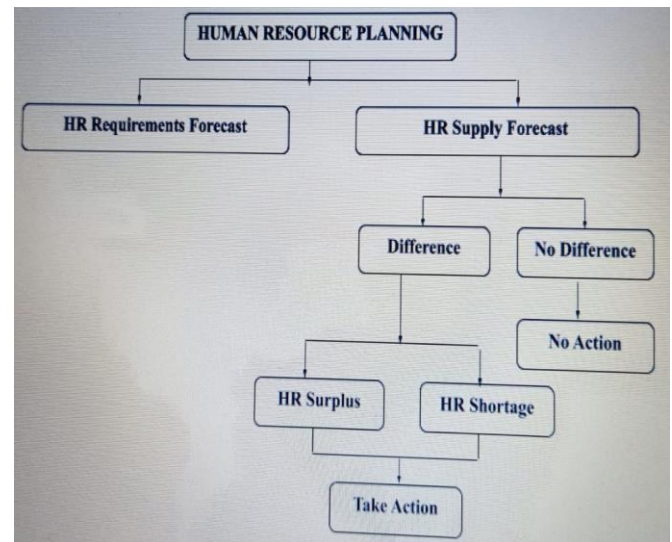
MODULE – I HUMAN RESOURCE MANAGEMENT

<p><u>Definition of HRM</u> “HRM is planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resource to the end that individual, organizational and social objectives are accomplished.” - Edwin Flippo</p>	<p><u>Importance of HRM</u></p> <ol style="list-style-type: none"> 1) Availability of Competent Manpower 2) Effective use of Manpower 3) Motivation of Manpower 4) Morale of Manpower 5) Corporate Image 6) Competitive Advantage 7) Career Development 8) Working Relations 	<p><u>Functions of HRM</u></p> <ol style="list-style-type: none"> 1) Human Resource Planning (HRP) 2) Recruitment and Selection 3) Placement 4) Training and Development 5) Compensation 6) Performance Appraisal 7) Promotion 8) Career Development 9) Employee Welfare 	<p><u>Traditional V/s Strategic HRM</u></p> <ol style="list-style-type: none"> 1) Meaning 2) Selection 3) Placement 4) Training 5) Compensation 6) Performance Appraisal 7) Promotion 8) Career Development
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HUMAN RESOURCE PLANNING (HRP)

It is the primary activity of HRM. In simple words, HRP is the process of getting the right number of qualified people into the right job at the right time. From HRP the organization identifies how many people it has currently and how many people will be required in future. Based on this information major human resource decisions are taken.

HRP can be defined as “a process of predetermining future human resources needs and course of action needed to satisfy those needs to achieve organizational goals.”



JOB ANALYSIS:

“Job Analysis is the process of studying and collecting information relating to the operations and responsibility of a specific job.” - Edwin Flippo

RECRUITMENT:

“Recruitment is the process of searching for prospective employees and stimulating them to apply jobs in the organization.” - Edwin Flippo

<p><u>Job Description</u> <u>(Details of Job)</u></p> <ul style="list-style-type: none"> • Job Title • Job Location • Job Summary • Reporting to • Working Conditions • Job Duties • Machines to be used • Hazards 	<p><u>Job Specification</u> <u>(Details of Candidate)</u></p> <ul style="list-style-type: none"> • Qualifications • Experience • Training • Skills • Responsibilities • Emotional characteristics • Sensory Demands
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SOURCE OF RECRUITMENT

INTERNAL SOURCES

- 1) Promotion
- 2) Transfer
- 3) Internal Ads
- 4) Retired Manager
- 5) Recall from Long leave
- 6) Recommendation by Seniors

EXTERNAL SOURCES

- 1) Advertisements
- 2) Campus Recruitment
- 3) Recruitment at factory gate
- 4) Employment Exchange
- 5) Walk-in-Interview
- 6) E-Recruitment

<p><u>Job Design</u></p> <p>“Job design refers to appropriate job structure in terms of content, function and relationships.”</p> <p style="text-align: center;">- Harold Koontz & Heinz Wehrich</p> <p><u>Techniques Job Design</u></p> <ol style="list-style-type: none"> 1) Job Simplification 2) Job Rotation 3) Job Enlargement 4) Job Enrichment 5) Job Flexibility 	<p><u>Steps in Selection Process</u></p> <ol style="list-style-type: none"> 1) Job Analysis 2) Advertisement 3) Application Blank 4) Written Test 5) Interview 6) Reference Check 7) Medical Examination 8) Initial Job Offer 9) Acceptance / Rejection of Job 10) Letter of Appointment 	<p><u>E-Selection</u></p> <p>The E-Recruitment is also called as Online Recruitment, is the process of hiring the potential candidates for the vacant job positions, using the electronic resources particularly the internet.</p> <p><u>Techniques of E-Selection</u></p> <ol style="list-style-type: none"> 1) Electronic Resume 2) Online Assessment 3) Online Interview 4) Social Media 5) Online Employment Test 6) Job Search Engine
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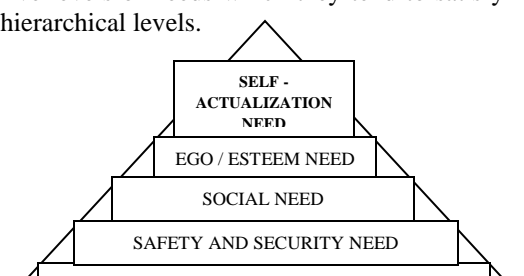
MODULE – II HUMAN RESOURCE DEVELOPMENT

<p><u>PERFORMANCE APPRAISAL</u></p> <p>“Performance appraisal is the systematic description of employee’s job relevant strengths and weaknesses.”</p> <p style="text-align: center;">- Wayne Cascio</p> <p><u>Benefits of Performance Appraisal</u></p> <ol style="list-style-type: none"> 1) Training and Development 2) Promotion 3) Compensation 4) Effective Communication 5) Career Development 6) Motivation 7) Building Relationships 8) Documentary Evidence 	<p><u>Limitations of Performance Appraisal</u></p> <ol style="list-style-type: none"> 1) Halo Effect 2) Horn Effect 3) Problem of Strictness 4) Problem of Leniency 5) Central Tendency 6) Spill over (Past) Behaviour Effect 7) Latest Behaviour Effect 8) Paper work 9) Costly 10) Time Consuming 	<p><u>Methods of Performance Appraisal</u></p> <table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;"><u>Traditional Methods</u></th> <th style="text-align: left;"><u>Modern Methods</u></th> </tr> </thead> <tbody> <tr> <td>1) Checklist Method</td> <td>1) Role Analysis</td> </tr> <tr> <td>2) Critical Incident Method</td> <td>2) Assessment Centers</td> </tr> <tr> <td>3) Confidential Report</td> <td>3) MBO</td> </tr> <tr> <td>4) Ranking Method</td> <td>4) HRA</td> </tr> <tr> <td>5) Graphic Rating Scale</td> <td>5) 360 degree appraisal</td> </tr> </tbody> </table>	<u>Traditional Methods</u>	<u>Modern Methods</u>	1) Checklist Method	1) Role Analysis	2) Critical Incident Method	2) Assessment Centers	3) Confidential Report	3) MBO	4) Ranking Method	4) HRA	5) Graphic Rating Scale	5) 360 degree appraisal
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<p><u>TRAINING</u></p> <p>“Training consists of planned programs undertaken to improve employee’s knowledge, skills, attitudes and social behaviour so that the performance of the organization improves considerably.” - Wayne Cascio</p> <p><u>Methods of Training and Development</u></p> <table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">ON THE JOB METHODS</th> <th style="text-align: left;">OFF THE JOB METHODS</th> </tr> </thead> <tbody> <tr> <td>1) Job Rotation</td> <td>1) Lectures</td> </tr> <tr> <td>2) Planned Progression</td> <td>2) Simulation</td> </tr> <tr> <td>3) Coaching and Counseling</td> <td>3) Case Studies</td> </tr> <tr> <td>4) Under Studies</td> <td>4) Role Playing</td> </tr> <tr> <td>5) Junior Boards</td> <td>5) Sensitivity Training</td> </tr> <tr> <td>6) Apprenticeship</td> <td>6) Management Games</td> </tr> <tr> <td>7) Special Assignment</td> <td>7) Reading</td> </tr> <tr> <td>8) Vestibule Training</td> <td>8) In-basket (in-tray) technique</td> </tr> </tbody> </table>	ON THE JOB METHODS	OFF THE JOB METHODS	1) Job Rotation	1) Lectures	2) Planned Progression	2) Simulation	3) Coaching and Counseling	3) Case Studies	4) Under Studies	4) Role Playing	5) Junior Boards	5) Sensitivity Training	6) Apprenticeship	6) Management Games	7) Special Assignment	7) Reading	8) Vestibule Training	8) In-basket (in-tray) technique	<p><u>Process of Identifying T&D Needs</u></p> <ol style="list-style-type: none"> 1) Organizational Analysis 2) Identify training goals 3) Task / Job Analysis 4) Workforce Analysis 5) Performance Analysis 6) Prioritize training needs 7) Determine the method of training 8) Undertake cost-benefit analysis 9) Develop training evaluation method 10) Mentoring 	<p><u>Methods of Evaluating Training Effectiveness</u></p> <ol style="list-style-type: none"> 1) Trainee’s Feedback 2) Observation Method 3) Test-retest method 4) On the Job Performance 5) Experimental Control Method 6) Cost-Benefit Analysis 7) Career Development Graph
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<p><u>HUMAN RESOURCE DEVELOPMENT (HRD)</u> HRD is a process of developing skills, competencies, knowledge and attitudes of people in an organization.</p> <p><u>Functions of HRD</u></p> <ol style="list-style-type: none"> 1) Career Development 2) Training and Development 3) Organizational Development 4) Performance Appraisal 5) Potential Appraisal 6) Employee Welfare 7) Rewards and Incentives 	<p><u>POTENTIAL APPRAISAL</u> “A process of determining an employee’s strengths and weaknesses with a view to use this as a predictor of his future performance.”</p> <p><u>Importance of Potential Appraisal</u></p> <ol style="list-style-type: none"> 1) Training Need 2) Promotion 3) Compensation 4) Career Development 5) Confidence in Employee 6) Challenging Task assignment 7) Motivation 8) Succession Planning 	<p><u>SUCCESSION PLANNING</u> Succession Planning is a process of deciding in advance to fill up key positions in the organisation that are likely to fall vacant in the near future.</p> <p><u>Need for Succession Planning</u></p> <ol style="list-style-type: none"> 1) Grooming Successor 2) Provide Necessary Training 3) Continuous Supply 4) Career Development 5) Corporate Image 6) Competitive Advantage 7) Motivation to Employees 8) Employee Retention
<p><u>CAREER PLANNING</u> Career planning involves deciding on the career goals of the employees and the route to achieve those career goals.</p> <p><u>Importance of Career Planning</u></p> <p><u>I) Importance to Employees</u></p> <ol style="list-style-type: none"> 1) Career Selection 2) Career Upgradation 3) Improvement in Morale 4) Improvement in performance 5) Job Satisfaction <p><u>II) Importance to Organization</u></p> <ol style="list-style-type: none"> 1) Corporate Image 2) Competitive Advantage 3) Reduce Employee Turnover 4) Reduce Employee Grievance 5) Attract & Retain Talented Employee 	<p><u>MENTORING</u> “A professional relationship in which an experienced person (mentor) assists another (mentee) in developing specific skills and knowledge that will enhance the less-experienced person’s professional and personal growth.</p> <p><u>Importance of Mentoring</u></p> <ol style="list-style-type: none"> 1) Corporate Image 2) Competitive Advantage 3) Improve Competency 4) Employee Satisfaction 5) Efficiency / Productivity 6) Facilitate Team Work 7) Helps in Decision-Making 8) High Morale 9) Optimum Use of Resources 10) Organizational Objectives 	<p><u>COUNSELING</u> John Newstrom and Keith Davis in their book ‘Organizational Behaviour’ state “Counseling is discussion with an employee of a problem that usually has emotional content in order to help the employee cope with it better.”</p> <p><u>Techniques of Counseling</u></p> <ol style="list-style-type: none"> 1) Directive Counseling Method 2) Non- Directive Counseling Method 3) Cooperative/Participative counseling

MODULE – III HUMAN RELATIONS

<p><u>HUMAN RELATIONS</u> “Human relation is an area of management practice which is concerned with the integration of people into a work situation in a way that motivates them to work productively, cooperatively and with economic, psychological and social satisfaction.” - Keith Davis</p>	<p><u>Significance of Human Relations</u></p> <ol style="list-style-type: none"> 1) Understand employee needs 2) Job Satisfaction 3) Higher Productivity 4) Innovation 5) Effective Communication 6) Reduction in Conflicts 7) Reduction in Absenteeism 8) Reduction in Labour Turnover 	<p><u>MASLOW’S NEED HIERARCHY THEORY</u> The most widely known theory of individual needs and motivation comes from Abraham Maslow who was a clinical Psychologist in USA. According to Maslow, human needs have a certain priority. He further stated that people have five levels of needs which they tend to satisfy in hierarchical levels.</p> 
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TRANSACTIONAL LEADERSHIP THEORY

The transactional style of leadership was first described by Max Weber in 1947 and then by Bernard Bass in 1981. Transactional leader sets the goals and expects the followers to achieve the same. Necessary directions and guidance is given to the subordinates to achieve the goals. If the planned goals are achieved, the subordinates are rewarded; otherwise, the subordinates are criticized and punished.

Assumptions of Transactional Theory

- 1) Employees are motivated by reward and punishment
- 2) The subordinates have to obey the orders of the superior
- 3) The subordinates are not self-motivated.
- 4) Rules, procedures, and standards are essential
- 5) Followers are not encouraged to be creative

Advantages of Transactional Theory

- 1) It is more simplistic and easy to administer
- 2) The central idea is relatively straightforward: obey or else face punishment
- 3) There is minimum need in the short run to train leaders

Disadvantages of Transactional Theory

- 1) It presumes people are always motivated by rewards and punishments.
- 2) It may be used to exploit people
- 3) It is a humiliating form of leadership and an insult to human capabilities

TRANSFORMATIONAL LEADERSHIP THEORY

The concept of transformational leadership was initially introduced by James McGregor Burns in 1978. In 1985, Bernard M. Bass expanded upon J M Burns idea. According to B M Bass, the transformational leader inspires the subordinates to achieve organizational goals. Because of the inspiring qualities of the leader, the followers are willing to work harder and smarter.

Assumptions of Transformational Leadership Theory

- 1) People will willingly follow a leader who inspires them.
- 2) Nurturing original thoughts and expression is important
- 3) Challenges bring out the best out the people.

Advantages of Transformational Leadership

- 1) It creates an enthusiastic work environment and drives a company with changes and innovations.
- 2) Since individuals work through self motivation, this approach results into a level of efficiency and output.

Disadvantages of Transformational Leadership

- 1) It not as effective in situation where followers do not have the skills or experience necessary to complete task. Or they may not be motivated to perform without an immediate and tangible reward.
- 2) The results of transformational leadership take time. Transformational leaders must invest time and energy building trust and convincing followers.

DOUGLAS MCGREGOR's THEORY X AND THEORY Y

Theory X	Points	Theory Y
It assumes that people are not creative.	Creativity	It assumes that people are creative. They can come up with innovative ideas, if motivated
People are irresponsible. They try to transfer the responsibility onto others	Responsibility	People are responsible. They accept responsibility for their task
People are lazy. They love to hate work. They give excuses for not doing work	Activeness	People are active and alert.
People prefer to do routine work. They do not like to have change in their work.	Challenges	People prefer challenging task. They get satisfaction by implementing challenging and difficult task.
People prefer to be follower. They seek guidance and direction from their superior at all times.	Followers/ Leaders	People like to lead and guide others. They want freedom and independence in their work.
People are orthodox in nature. They do not want to accept new ideas.	Orthodox/ Click	People are flexible in nature. They are ready to accept new ideas.
People do not take advantage of opportunity that come in their way.	Opportunities	People are ambitious and are willing to grab opportunities.
They want to fulfill their lower level need like physiological, safety and security needs.	Lower/ Higher Level Needs	They want to fulfill their higher level needs like Esteem needs.

<p><u>EMPLOYEE MORALE</u></p> <p>Morale is a state of mind or willingness to work. Employees morale describes the overall outlook, attitude, satisfaction and confidence that employee feel at work.</p> <p>According to Jecious Fillipo, “Morale is a mental condition or attitude of individual and groups which determine their willingness to co-operate”.</p>	<p><u>Factor Influencing Employee Morale</u></p> <ol style="list-style-type: none"> 1) The organisation 2) Nature of work 3) Level of satisfaction 4) Leadership leader. 5) Working condition 6) External influences 7) Communication 8) Nature of team members 9) The employee's age 10) The off the job activities of the 	<p><u>Measurement of Employee Morale</u></p> <ol style="list-style-type: none"> 1) Morale Survey 2) Periodic Interviews 3) Morale Indicators 4) Productivity 5) Suggestion Boxes 6) Observation 7) Job Satisfaction
<p><u>EMOTIONAL QUOTIENT</u></p> <p>The term emotional intelligence was popularized in 1995 by psychologist and behavioural science journalist Dr. Daniel Goleman. He described emotional intelligence as person's ability to manage his feelings so that those feelings are expressed appropriately and effectively.</p> <p>The emotions of a human being can be love, hatred, anger and happiness. The manager has to control these emotions to a certain extent so that he can handle any situation with calmness.</p> <p><u>SPIRITUAL QUOTIENT</u></p> <p>SQ is described as a measure that looks at a person's spiritual intelligence. SQ consists of honesty, ethical values and integrity of individuals.</p> <p>When spiritual intelligence is brought into the workplace others are seen and treated as people and not objects to get a job done.</p>	<p><u>Factors Affecting EQ / SQ</u></p> <ol style="list-style-type: none"> 1) Nature of an Individual 2) Nature of Superior 3) Training & Counseling of employee 4) Yoga and Meditation 5) Organizational Environment 6) Recognition and Reward System 7) Age and Experience 8) Social and Cultural Environment 	
<p><u>EMPLOYEE GRIEVANCE</u></p> <p>“Grievance is a written complaint filed by an employer and claiming unfair treatment.” - Dale Yoder</p> <p><u>Causes of employee grievances</u></p> <ol style="list-style-type: none"> 1) Wages and Salary 2) Working Condition 3) Welfare Facilities 4) Nature of Superior 5) Nature of Work 6) Disciplinary Action 7) Favouritism 8) Leave Problem 	<p><u>Procedure for Grievance Redressal</u></p> <ol style="list-style-type: none"> 1) Resolving of grievance by immediate superior 2) Resolving of grievance by head of the department 3) Resolving of grievance by Grievance Committee 4) Appeal for revision 5) Voluntary arbitration 6) Final decision 	

<u>EMPLOYEE WELFARE MEASURES</u>		<u>HEALTHY AND SAFETY MEASURES</u>	
<u>Statutory Welfare Benefit Schemes</u>	<u>Non-Statutory Welfare Benefit Schemes</u>	<u>Preventive Measures</u>	<u>Curative Measures</u>
1) Drinking Water 2) Facilities for sitting 3) First aid appliance 4) Latrine and Urinal 5) Canteen Facility 6) Lighting 7) Changing Place 8) Rest Room 9) Creche facility 10) Maternity Leave	1) Personal Health Care 2) Flexi Time 3) Medi-claim Insurance 4) Staff Quarter 5) Subsidized Canteen 6) Educational Facility 7) Transport Facility 8) Recreational Facility	1) Medical Check up 2) First Aid Training 3) Fire Drill 4) Structural Audit 5) Maintenance Checks 6) Seminar and Workshops on Health and Hygiene	1) Medical Treatment 2) Counseling 3) Retraining 4) Reviewing Safety Policy 5) Employee Fitness Program

MODULE – IV TRENDS IN HUMAN RESOURCE MANAGEMENT

<u>COMPETENCIES</u>	<u>Types / Classification of Competencies</u>	<u>LEARNING ORGANIZATIONS</u>
Competence refers to the knowledge and skills that enable effective performance of an activity or a job. These include measurable or assessable knowledge, skills, and abilities. It also includes characteristics such as values, motivation, initiative and self-control.	1) Core Competencies 2) Technical Competencies 3) Behavioural Competencies 4) Functional Competencies 5) Individual Competencies 6) Business Competencies 7) Leadership Competencies 8) Management Competencies	“Learning organization is the one that has developed the capacity to continuously learn, adapt, and change.” - B.P. Robbins & M. Coulter <u>Features of Learning Organizations</u> 1) Boundary-less organization 2) Teams 3) Empowerment 4) Information Sharing 5) Shared Vision 6) Collaboration 7) Organizational Culture 8) Personal Mastery
<u>Approaches to create Innovative Organization</u>	<u>INNOVATIVE CULTURE</u>	<u>Need for Innovative Culture</u>
1) Unique Strategy 2) Autonomy to Employees 3) Provide Adequate Resources 4) Focus on Research & Development 5) Allocate Time for Ideas 6) Involve All Departments 7) Discourage Fear of Failure 8) Respect the Subordinates 9) Recognize and Reward Innovation 10) Open Communication	Innovation culture is a work environment created by the management to encourage employees to think creatively and differently. Organizations having innovation cultures can quickly adapt themselves to the rapid changes taking place in the business environment. Such an environment helps in generating new or improved products, services, or processes.	1) Long term business survival 2) Competitive Advantage 3) Economic Growth 4) Meet consumer expectations 5) Motivation of Employees 6) Retention of Competent Employees 7) Expansion of Business 8) Harmony and Teamwork 9) Efficient Utilization of Resources <u>Managerial Role in Innovative Culture</u> ***** Refer answer “ Approaches to create Innovative Organization ”

<p><u>EMPLOYEE ENGAGEMENT (EE)</u></p> <p>Employee engagement is the extent to which employees feel passionate about their jobs and are committed to the organization. In other words, it refers to the emotional commitment the employee has to the organization and its goals. Such an emotional connection tends to influence the employee's behaviour and level of efforts in work related activities.</p> <p><u>Types of Employee Engagement</u></p> <ol style="list-style-type: none"> 1) Actively disengagement employees 2) Engaged Employees 3) Not engaged employees 	<p><u>HUMAN RESOURCE INFORMATION SYSTEM (HRIS)</u></p> <p>“a computerized system that enables human resource managers to gather, organize, store, update and retrieve the information needed for managing employees.” – Kleynhans.</p> <p><u>Importance of HRIS</u></p> <ol style="list-style-type: none"> 1) Human Resource Planning 2) Human Relations 3) Employee Information 4) Recruitment 5) Training 6) Performance Appraisal 7) Reporting 8) Attendance Record Management 9) Payroll Handling 10) Administration of Employee Benefits 	<p><u>Changing Pattern of Employment</u></p> <ol style="list-style-type: none"> 1) Flexible working practices 2) More Women at Work 3) Rise in part time employment 4) Contract employment 5) Project Employment 6) Outsourcing 7) Job Sharing 8) Teleworking
<p><u>EMPLOYEE EMPOWERMENT</u></p> <p>It refers to giving employees a certain degree of autonomy and responsibility for decision-making regarding to manage their own jobs, set their own objectives and make decisions about tasks, priorities and deadlines. It increases the employees' sense of responsibility, enhances their morale and improves their performance.</p> <p><u>Challenges in Employee Empowerment</u></p> <ol style="list-style-type: none"> 1) No uniformity in decisions 2) Breakdown of organizational structure 3) Accountability issues 4) Training Requirements 5) Lack of experience increases risk 6) Interpersonal Relations 7) Risk of Confidentiality 8) Attitude/Behaviour of the employees 	<p><u>WORKFORCE DIVERSITY</u></p> <p>Challenges of workforce diversity</p> <ol style="list-style-type: none"> 1) Framing policies becomes difficult as different groups may have different expectations. 2) Attitudes, goals, approaches etc. of the employees may vary leading to conflicts. 3) It may result in confusion, lack of teamwork, and low morale. 4) Many employees are not comfortable working with people of a different age, sex, or culture. 5) It may lead to absenteeism and higher turnover. <p>Managing Workforce Diversity</p> <ol style="list-style-type: none"> 1) Employees at all levels must be involved in formulating and executing diversity initiatives in the workplace. 2) Providing continuous training to employees to make them aware of the changing needs and expectations of different groups. 3) HR managers should accommodate female employee needs such as flexible work schedules, childcare facilities, maternity leaves etc. 4) Discrimination on the basis of caste, creed, religion, sex etc. should not be allowed. 5) Older employees require better healthcare facilities and higher position costs. 6) HR managers should design new employee benefits plans, grievance redressal mechanisms etc. 7) HR managers must try to understand the changing values of young people. Appropriate changes in HR policies and programmes are needed to attract and retain young talent. 8) Employee satisfaction survey must be conducted. 9) Employees must be encouraged to express their ideas and opinions. 10) There should be proper communication system in the organization. 	

<p><u>ATTRITION</u></p> <p>attrition is a situation wherein employee leaves the organization due to job dissatisfaction, new opportunity in the market, retirement etc. Some of the reasons for attrition are Inequality in compensation, Limited career opportunities, Mismatch of job profile, Job stress and work-life imbalances etc.</p> <p><u>Ways to reduce attrition are:</u></p> <ol style="list-style-type: none"> 1) Compensation 2) Training and Development 3) Communication 4) Mentoring 5) Recruitment from Within 6) Management Style 7) Make employees feel valued 8) Work Life Balance 	<p><u>DOWNSIZING</u></p> <p>Downsizing refers to a process where an organization reduces its workforce in order to cut the operating costs and improve efficiency. Causes of Downsizing are Cost Reduction, Mergers and Acquisitions, Change in Management etc.</p> <p>Role of HR in Downsizing</p> <ol style="list-style-type: none"> 1) HR manager should lay down guidelines for employees to be retrenched. 2) The retrenchment policy should be properly communicated to the employees 3) HR managers must convince trade unions and win their support for downsizing. 4) HR manager should study the procedure followed and compensation packages offers by other firms of the industry which have resorted to downsizing. 5) HR manager should ensure that compensation package is immediately made available to the retrenched employees 6) They must have programmes to assist the laid off employees. 7) HR department can have counseling sessions for those who are likely to be retrenched.
<p><u>EMPLOYEE ABSENTEEISM</u></p> <p>Absenteeism takes place when employees remain absent without prior permission from superiors. Excessive absences can lead to decreased productivity and can have major effect on company revenues and overall performance. Absenteeism can be caused due to factors such as Job Dissatisfaction, High stress and depression, Ongoing Personal issues, Chronic illness, Low morale, Harassment by co-workers, Lack of motivation etc.</p> <p><u>Measures to management the problem of absenteeism</u></p> <ol style="list-style-type: none"> 1) Attendance Policy 2) Identify the Causes of Absenteeism 3) Keep Track of Absences 4) Address the Problem of Absences 5) Reward for Better Behaviour 	<p><u>WORK-LIFE BALANCE</u></p> <p>Work-life balance refers to an employee's ability to maintain healthy balance between their personal responsibilities, and family life. It encourages employee to divide their time on the basis of priorities & maintain a balance by devoting time to family, health, vacation etc. along with making a career, business travel etc.</p> <p><u>Measures to improve work-life balance</u></p> <ol style="list-style-type: none"> 1) Creating a work-leisure plan 2) Leaving out activities that waste time and energy 3) Outsourcing work 4) Set enough time for relaxation 5) Prioritizing work
<p><u>SEXUAL HARASSEMENT AT WORK PLACE</u></p> <p>Sexual harassment includes unwelcome sexually determined behaviour (whether directly or implication) as Physical contact and advances, A demand or request for sexual favours, Sexually coloured remarks, Showing pornography etc. As per Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act every employer is required to constitute an Internal Complaints Committee at each office or branch with 10 or more employees. The District Officer is required to constitute a Local Complaints Committee at each district. The Committee is required to complete the inquiry within a time period of 90 days. On completion of inquiry, the report will be sent to the employer or the District Officer, as the case may be, they are mandated to take action on the report within 60 days.</p>	<p><u>Measures suggested for avoiding Sexual Harassment</u></p> <ol style="list-style-type: none"> 1) Clear Policy 2) Lay down the procedure 3) Orient Employees 4) Counselor 5) Separate Cell 6) Fair Investigation 7) Instant dismissal