

***GOVERNMENT ARTS AND SCIENCE COLLEGE FOR
WOMEN(SATTANKULAM)***
THOOTHUKUDI DISTRICT

II M.COM

STUDY MATERIAL HUMAN RESOURCE MANAGEMENT

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QUALITIES OF SUCCESSFUL INTERVIEW

1. Knowledge about the job.
2. Training and experience.
3. Listening attentively.
4. Emotional maturity.
5. Control of anger and aggression.
6. Empathetic attitude.
7. Ability to recognize uniqueness.
8. Stable personality.
9. Extrovert behavior.
10. Physical stamina.

Here are the 10 important requirements/qualities/traits of a good successful interviewer are mentioned below:

1. Knowledge about the job

A good interviewer is one who has sufficient knowledge about the job for which he/she is taking the interview.

If the interviewer lacks adequate knowledge regarding job duties, responsibilities, and qualifications required, it would not be possible for him to select the best candidate.

2. Training and experience

Interviewers should have adequate experience .

3. Listening attentively

Good interviewers are attentive listeners. They listen more than they talk.

The listening tendency helps the interviewer to make a better evaluation. Many interviews fail because the interviewer talks more than listening.

4. Emotional maturity

The interviewer should be free from biases and undue emotions. He should have the ability to judge the situation based on logic and wisdom.

5. Control of anger and aggression

Control of anger, arrogance, or aggression is a very important trait of successful interviewers. They should not be aggressive or intimidating.

They should neither misguide the candidate nor should react to the applicant's comments. When the candidate strays from the track of inquiry, a good interviewer guides him back to the point.

6. Empathetic attitude

Empathy is the ability to understand or share the feelings or attitudes of others. The empathetic attitude of the interviewer helps to relieve the applicant's anxiety and nervousness.

Good interviewers show empathy to the interviewee using a friendly and warm tone.

7. Ability to recognize the uniqueness

Every interviewee is unique in his/her qualities, character, traits, and experience. The successful interviewer is one who can identify the best combination of individual talents and qualities for a particular job.

8. Stable personality

Personality is the way through which one can create an impression in the minds of others.

Good interviewer possesses such a stable personality so that he/she can treat all the interviewees in the same general way. He should not show any inclination to any particular interviewee.

9. Extrovert behavior

Extrovert behavior is another quality of a good interviewer. This quality helps the interviewer to be conversational, frank, and friendly.

10. Physical stamina

The sound mind goes with good health. The interviewer should possess good physical and mental health so that he can work at stress with a huge number of interviewees.

The Telephone Interview

Often companies request an initial telephone interview before inviting you in for a face to face meeting in order to get a better understanding of the type of candidate you are. The one benefit of this is that you can have your notes out in front of you. You should do just as much preparation as you would for a face to face interview, and remember that your first impression is vital. Some people are better meeting in person than on the phone, so make sure that you speak confidently, with good pace and try to answer all the questions that are asked.

The Face-to-Face Interview

This can be a meeting between you and one member of staff or even two members.

The Panel Interview

These interviews involve a number of people sitting as a panel with one as chairperson. This type of interview is popular within the public sector.

The Group Interview

Several candidates are present at this type of interview. You will be asked to interact with each other by usually a group discussion. You might even be given a task to do as a team, so make sure you speak up and give your opinion.

The Sequential Interview

These are several interviews in turn with a different interviewer each time. Usually, each interviewer asks questions to test different sets of competencies. However, if you are asked the same questions, just make sure you answer each one as fully as the previous time.

The Lunch / Dinner Interview

This type of interview gives the employer a chance to assess your communication and interpersonal skills as well as your table manners! So make sure you order wisely (no spaghetti bolognese) and make sure you don't spill your drink (non-alcoholic of course!).

All these types of interviews can take on different question formats, so once you've checked with your potential employer which type of interview you'll be attending, get preparing!

Here's a list of interview formats that you should prepare your answers for;

Competency Based Interviews

These are structured to reflect the competencies the employer is seeking for the particular job. These will usually be detailed in the job spec so make sure you read it through, and have your answers ready for questions such as "Give me an example of a time you worked as a team to achieve a common goal." For more examples of competency based questions [click here](#).

Formal / Informal Interviews

Some interviews may be very formal, others may be very informal and seem like just a chat about your interests. However, it is important to remember that you are still being assessed, and topics should be friendly and clean!

Portfolio Based Interviews

In the design / digital or communications industry it is likely that you will be asked to take your portfolio along or show it online. Make sure all your work is up to date without too little or too much. Make sure that your images if in print are big enough for the interviewer to see properly, and always test your online portfolio on all Internet browsers before turning up.

The Second Interview

You've passed the first interview and you've had the call to arrange the second. Congratulations! But what else is there to prepare for? You did as much as you could for the first interview! Now is the time to look back and review. You maybe asked the same questions you were asked before, so review them and brush up your answers. Review your research about the company; take a look at the 'About Us' section on their website, get to know their client base, search the latest news on the company and find out what the company is talking about.

General Interview Preparation

Here's a list of questions that you should consider your answers for when preparing...

- Why do you want this job?
- Why are you the best person for the job?
- What relevant experience do you have?
- Why are you interested in working for this company?
- What can you contribute to this company?
- What do you know about this company?
- What challenges are you looking for in a position?
- Why do you want to work for this company?
- Why should we hire you?
- What are your salary requirements?

Reduction in Industrial Disputes:

Good industrial relations reduce the industrial disputes. Disputes are reflections of the failure of basic human urges or motivations to secure adequate satisfaction or expression which are fully cured by good industrial relations. Strikes, lockouts, go-slow tactics, gherao and grievances are some of the reflections of industrial unrest which do not spring up in an atmosphere of industrial peace. It helps promoting cooperation and increasing production.

2. Uninterrupted Production:

The most important benefit of industrial relations is that this ensures continuity of production. This means, continuous employment for all from manager to workers. The resources are fully utilised, resulting in the maximum possible production. There is uninterrupted flow of income for all.

Smooth running of an industry is of vital importance for several other industries; to other industries if the products are intermediaries or inputs; to exporters if these are export goods; to consumers and workers, if these are goods of mass consumption.

3. High Morale:

Good industrial relations improve the morale of the employees. Employees work with great zeal with the feeling in mind that the interest of employer and employees is one and the same, i.e., to increase production. Every worker feels that he is a co-owner of the gains of industry. The employer in his turn must realise that the gains of industry are not for him alone but they should be shared equally and generously with his workers.

In other words, complete unity of thought and action is the main achievement of industrial peace. It increases the place of workers in the society and their ego is satisfied. It naturally affects production because mighty cooperative efforts alone can produce great results.

4. Mental Revolution:

The main object of industrial relation is a complete mental revolution of workers and employees. The industrial peace lies ultimately in a transformed outlook on the part of both. It is the business of leadership in the ranks of workers, employees and Government to work out a new relationship in consonance with a spirit of true democracy.

Both should think themselves as partners of the industry and the role of workers in such a partnership should be recognised. On the other hand, workers must recognise employer's authority. It will naturally have impact on production because they recognise the interest of each other.

5. Reduced Wastage:

Good industrial relations are maintained on the basis of cooperation and recognition of each other. It will help increase production. Wastages of man, material and machines are reduced to the minimum and thus national interest is protected.

Thus, it is evident that good industrial relations is the basis of higher production with minimum cost and higher profits. It also results in increased efficiency of workers. New and new projects may be introduced for the welfare of the workers and to promote the morale of the people at work.

An economy organised for planned production and distribution, aiming at the realisation of social justice and welfare of the masses can function effectively only in an atmosphere of industrial peace. If the twin objectives of rapid national development and increased social justice are to be achieved, there must be harmonious relationship between management and labour

The importance of IR can be understood from the following justification:

1. Nurturing Industrial Peace – Both employer and employees sit across the table and thrash out issues of difference. As a result, doubts and suspicions are clarified to the full understanding of each other. Thus, IR paves way for smooth relation between the traditional warring groups.
2. Promotion of Industrial Harmony – Industrial democracy is practised by various workers' participation schemes like collective bargaining, works committee, quality circle, functional committee, board of directors scheme, joint consultation and employee stock option plans. These mechanisms enable the workers to give their best to the organization.
3. Benefits to Workers – Harmonious industrial relations climate ensures implementation of welfare measures, better service terms, better physical environment, implementation of social security schemes, higher wages, optimum work load, bonus, fringe benefits, etc.
4. Benefits to Management – Management gets benefit from strikeless environment, introduction of change, higher productivity, minimum absenteeism and turnover, disciplined work force, free flow of communication, higher profit and health maximization, high employee morale, etc.

The importance of good industrial relations can be judged from the following points:

- (a) Develops good working environment.
- (b) Develops sense of cooperation.
- (c) Creates sense of commitment.
- (d) Workers work sincerely.
- (e) Avoids labour problems.
- (f) Controls industrial disputes and maintains industrial peace.
- (g) Accidents and wastes are reduced.
- (h) Production and productivity improves.

- (i) Quality of work improves,
- (j) Profit of the firm goes high.
- (k) Contributes to national economy.

Types of Training

organised procedure by which people learn knowledge and skill for a definite purpose.

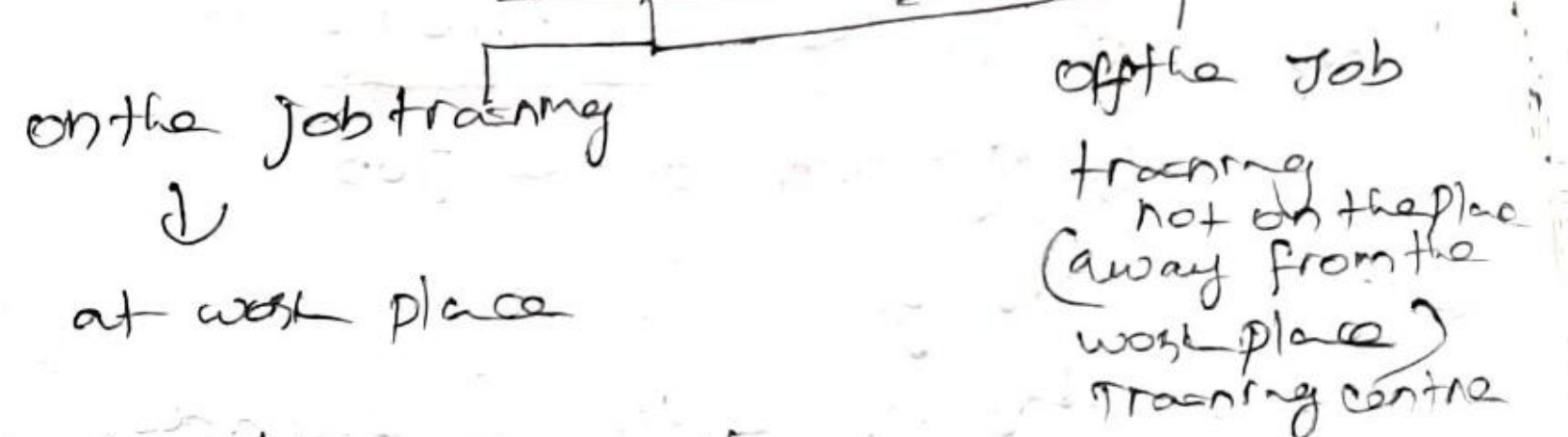
Importance

- High productivity → employee are trained they work properly, work without any defect
- High productivity
- Morale Boosters → employee morale will be increased by gaining knowledge, employee morale will be high after getting training
- Better quality of work → proper training employee skill, knowledge, it will increase better quality of work
- Cost reduction → spent large amount for giving training to employee, it will lead to cost reduction

development of skill Training develop the skill of the employee

reduced supervision & employee are knowledgeable about the work it will reduce the work supervision

Method of training



① Coaching → directly senior supervisor under which he are working directly gives training

② Mentoring → Mentor is hired for you. Mentor is telling about the job

③ Job Rotation → Job are rotated

④ Job instruction technique → step by step instruction given by you, learn the

Apprenticeship or Internship

→ Placements already to working on the company (For 6 months yrs get stipend)

Committee Assignment

committee will give you some work assignment, you will perform such work

Benefit of on the Job training

- ① directly trained on the job
- ② Time saving
- ③ Most effective → trainee learn directly by live experience
- ④ Less expensive
- ⑤ Highly motivated
- ⑥ Trainee learn quickly

Lecture → Senior, instruct gives

lecture about the job

conference → Held by the company,

Senior Manager can give conference, in that conference they will tell trainee, group of trainee (what is the background of the company)

Audio Visual training

trainee are trained by

audio visual technique

Workshop training

create artificial work atmosphere where trainee can be feel they actually work at that situation

simulation exercise

① Management Urine created

by the ability of the skill and

case study

given by the trainee
analytical skill development

Role playing

→ given various role, the

will perform various role and how

they are behave in various role

Benefit of off the job training

→ Trainers are well effective person

trainees

" " " "

→ systematically organized

→ Efficiently created program

→

Objective of training

Unit - III

- ① To improve performance
- ② To increase productivity → Output
- ③ To increase knowledge and efficiency of the co-use of resource
- ④ To reduce accident →
- ⑤ To increase morale and team spirit among the workers - self confidence
- ⑥ To improve employee-employee relation
- ⑦ To accept more shop floor responsibility
- ⑧ To increase effective co-operation and co-ordination at all level.
- ⑨ To reduce absenteeism

Social and supervisory

Principles of training

- ① Overload → Training load to go over and above normal loads experienced by the person
- ② Specificity → Training load to be specific to the performance situation
- ③ Recovery → People need time to recover from physical work such as practice or a game
- ④ Adaptation → Related to body's ability to adapt to practice

- ① Job analysis ⑤ concept - grouping
- ② Trainer analysts prepare materials analysts
- ③ Knowledge Skill, ability of the person
- ④ Organisational development towards long
- ⑤ career development according to

process of TNF α regulation

① organic + popl analysts
② bioanalysts
③ bioanalysts

Objective or goal to be analysed first

→ knowledge, skill, creativity prepared by

the organization to decide upon

→ climate of the organism is varying

→ efficiency of the employee is improved

data collected

finally

- Content & protected area analysis
- Identified in the organisation only

② 86N6-121P1P24

posterior mode
 rating scale analysis + work sampling
 supervisor, subordinate response
 10-00-78

TRANSYSTS

✓ Tracee Profile, Job task

regression, Job performance, attitude

enthusiasm, initiative

Job analysis

1

Participating

Obv
Capex 15%
I need analysts

~~F~~ must do
→ good do

④ need & prosperity

Job 7 task - 1 - must do

free

task - 2 must do partly done

task - 3 - good do able to put

fast-4 \rightarrow good do can it do

priority

VI - Hary
⑨
Need for Training! - unit - III

Reduced learning Time! Training employee
get less time for learning & productivity

② Better performance!

Quality, Capability are
improved. than compared to untrained employee.

3. Attitude formation

modifying the employee attitude
→ develop the positive attitude towards
the organisation

④ Aid in or help in solving operational problem
→ absenteeism, wastage of resource,
dissatisfaction → operational problem are
avoided for good supervision.

⑤ Managing manpower need! -

Many untrained employee & give
training to these employee → long term
process.

⑥ Aid to adopt environmental changes

Business environment change -
Technological, Political, ~~and~~ Economic

Benefit to employee

- ① Better career option → improve knowledge, skill
- ② Earning more → Improve their efficiency & work
lead to earn more
- ③ Boost up morale → satisfaction & morale the employee
- ④ Less chance of accident →

Training meaning
process of increasing knowledge,
skill, ability of the employee for
handling the job more effectively.

Benefit to organisation

- ① High profit → give high efficiency to
increase profit
- ② Develop future managers
- ③ Reduce the employee turnover
Reduce the absenteeism → Re
turnovers

- ① minimize the need for supervision
- ② effective response to fast changing environment

Recruitment Process of selecting the candidates for employment and stimulating them to apply for job in the organization

Importance

- Attract more candidate to apply the organization -
- Process which link employees with employee
- Increase the pool of candidate for job at minimum cost -
- Determine the present & future requirement of manpowers through proper planning
- To provide good quality people to the organization

Process or step

① Identifying the job vacancy How many vacancy in the organization

② Job description & Job Specification
↓
Skill, knowledge, job designation

③ Advertising the job vacancy
→ Newspapers, media, web site, notice

④ Managing the response → Many of the candidate apply for the job in that way managing the response properly

⑤ Short-listing - required candidate should be short listing

⑥ Arrange Interview

⑦ conducting Interview and decession making
Select the candidate

Sources of Recruitment

Internal
↓
Promotion

→ Transfers → overstaffing
→ campus Recruitment

→ upgrading - small increment
→ Placement Agency & provide good
→ Promotion → lower grade
→ outsourcing

→ Retired Employee
→ Employment Exchange
→ Labour contract

→ Retired Employee
→ Employment Exchange
→ Labour contract
→ Unsolicited application

→ Dependent and
Relative of Deceased
Employee

Online Recruitment through website
by conducting walk in
interview

Merits

- ① Economical
- ② Motivating Employee → Improve their performance, keep the morale of the employee high
- ③ Over staffing → Induction Training
- ④ Transfers prepare them for High performance

Selection

Unit II II M-com

HRM

- choosing most suitable person out of all applicant

→ Relevant information about the applicant collected

→ Negative process

Recruitment

→ Positive in nature

→ encourage the candidate to apply

→ start before selection

→ objective is to create pool of candidate

→ no restriction on the number of person applying for the job

Selection

→ negative

→ selection from among the qualified person

→ after the process of recruitment

→ select the most appropriate person

→ only restricted no. of person are selected

Selection process

→ Preliminary Interview → Education, Skill, Experience

→ Receiving Application → Salary - Courtesy Interview
Application Bank - collecting information about the candidate, Marital Status, education (Background information), personal extra activity, information

→ selection test → Various test are conducted based on assumption

→ Employment Interview → face to face interview, flexi Interview

→ Medical Examination → physical examination

→ Reference check → applicant mention two or more referred person - opinion

→ Final Selection or appointment letter

TYPE of test

UNIT - II

① Aptitude test

- Intelligence Test
- Mechanical Test
- Psycho motor test

Mental ability test

Test the potential of the employee

ability of the individual do machine work

② Achievement Test

- Job knowledge test
- Work sample test

Judge the motor skill the hand and eye co-ordination

How well an individual can

perform the job

task assessment test
Data entry

③ Personality test

- Objective Test
- Projective
- Situation

Motivational test

④ Interest test

to make an individual actively performance - actively presence

NET, SET (eg)

personality test → test the emotional ability
→ ability to work in a group

performance test → interpersonal relation
→ quite knowledge
→ experience of knowledge

speed & accuracy of performing the job

Unit IV
Job evaluation → Systematic process
designed to determine the relative worth
of jobs within an organisation

→ collect the information in Job analysis
↓

systematic relation of each Job description specific
→ Ranking the Job - 1, 2, 3, ^{Job} relative worth of the Job
Objective

- to assess and evaluate the nature of the work to be done (difficult)
- Key task to be carried out → technical, Managerial
- difficulty level (monotonous, repetitive)
- Skill and qualities required
- Market value
- Based on all these assign a weight for each Job
- Based on the weight categorize the Job on grade salary, Job title etc

Process

- Gathering Job analysis data
- Selecting compensational factor
- Evaluating job based on method
- Assigning pay to the Job

→ Job analysts must capture all the information on details including similarities and difference in job

→ Ambiguous, incomplete or inaccurate job description can result in some job being incorrectly evaluated

Compensable factor

choose to reward through

differentiated pay
most typical compensable factor
skill, knowledge, responsibility

working condition

Step-3 Job Evaluation method

Ranking method

Job grading method

Point System

Factor comparison

Step-4 The end product of a job evaluation - hierarchy of the job in term of relative worth to the organization

to their competitors

UNIT IV HRM

Job evaluation principle, Procedure, method

Problem, Reward, Types of reward
Non Financial Reward

principles → direction to the management with respect to conduct J. evaluation process in most logical & rational way

① → Rate the job and not the job holder

↓
Ranking the job
or
Finding the relative worth of the job
no. of duties or valuable responsibility

in relation to other job within the organization

→ Performance appraisal - Ranking

Individual performance (on individual)

② explain the job rating method
→ define and determine the element of

J. evaluation carefully & systematically.

→ effort on the parameters against the J. evaluation is carried out carefully entire J. evaluation is waste.

with a view to conduct J-E

→ conducted in continuous basis

→ comparison of duties responsibility only to be made not to be extension of it

→ getting support & conduct orientation during evaluation focus on forgetting support

→ Job description

→ rating

Merits of J-E Evaluation

→ to exercise effective control over the

labour cost

→ Real cost of each job by a process of expert judgement

→ select right man for right job → give training program to the programmes (courses)

→ dispute & grievances regarding working

Pay system was very rare.

→ well defined scale for different job

→ to bring up employees morale & job satisfaction

→ even of persons has position on the part of the m/nent is fixing the wage differential etc

serious process

→ based on assumption that wage rate can be related to the work of a given job

→ Job of equal content will be equally attractive to the employee

→ person capable of evaluating the job should be appointed as selection committee

→ require time and money → difficult to introduce small concern

→ there is no clear cut opinion amongst the scholar as to how many factors should be used and what weightage should be assigned to each factor

Policy & practice of employee compensation

Objective nature & purpose
→ equitable wage and salary structure

Objective

- Employee Paid according to the job requirement
- Favoritism is minimized
- Morale & motivation is ↑
- Wage policy is fair

Management objective

- Systematically plan & control the labour cost
- explain the wage policy to trade union
- well designed policy reduce friction
- Enhance the employee morale ↑
- Proper wage structure attract qualified employee

of work → Direct compensation

- Benefit such as life, accident and health, Insurance, Vacation travel allowance, retirement benefit → Indirect compensation

Salarys wages

- wages refers to hourly or daily rate
- Blue collar → paid wage
- Salary weekly or monthly - ^{Paid} white collar wage rate (stop)

Performing job Analysis

→ wage survey

→ analysis of organisation problem

→ Forming rule of wage Administration

Wage rate

→ Explain to employee

→ Assigning grade & price to each job

→ Paying the guaranteed wage

wage - structure

- whether the co. willing to pay high wage or low wage than compare to other co
- merit based increment should be given
- no. and width of pay grade
- which job are replaced in each pay grade
- the actual money to be paid
- DF below ~~pay~~ grade