

SYLLUBUS :

S. No.	Topic	Hours
1	Importance of Human Resource Management – Meaning, Nature and scope, Functions and Role of HR Manager – Advisory and service function to other department HRM function planning objectives and policies, organizing the HRM Department.	6
2	Job Analysis, Job description, Job specification, recruitment, selection, placement and induction and socialization.	6
3	Significance and importance of Training, Designing of a Training Program, Methods of Training, Evaluation of Training effectiveness. Executive Development: Concept, Techniques, Employee Training Vs. Executive Development.	6
4.	Significance and Importance of Training, Designing of a Training Program, Methods of Training, Evaluation of Training effectiveness. Executive Development: Concept, Techniques, Employee Training Vs. Executive Development.	6
5	Definition of Industrial Relation, Objectives of Industrial Relations, Industrial Disputes, grievance Redressal Procedure, Collective bargaining. Process of Collective bargaining, types of Collective bargaining.	6

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Section - A

Human Resource management has a place of gr^{ate} importance.

1. It helps management in the preparation adoption and continuing evolution of personnel programmes and policies.
2. It supplies skilled workers through scientific selection process.
3. It ensures maximum benefit out of the expenditure on training and development and appreciates the human assets.
4. It prepares workers according to the changing needs of industry and environment.
5. It contributes a lot in restoring the industrial harmony and healthy employer - employee relations.

Q. A.

Recruitment means search of the prospective employee to suit the job requirements as represented by job specification. It is the process of attracting people to apply for jobs in an organisation.

According to Edwin B. Flippo "Recruitment is the process of searching for prospective apply for jobs in the organisation."

Dale S. Beach has defined "Recruitment as the development and maintenance of adequate manpower resources. It involves the creation organisation can depend when it needs additional employees".

3.A Training is required for several purposes. Accordingly, be of following types:-

1. Orientation training :- Induction orientation training see adjust newly appointed employees to the work environment. Every new employee needs to be made fully, familiar with his job. Induction training create self-confidence in the emp. It is also known as pre-job training.
2. Job Training :- It refers to the training provided with a view to increase the knowledge and skills of an employee for a particular job. Such training helps to reduce waste and inefficiency in the performance of the job.
3. Safety training :- Training provided to minimise accidents and damage to machinery is known as safety training. It involves instruction in the use of safety devices and in safety consciousness.
4. Promotional Training :- It involves training of existing employees to enable them to perform higher level jobs. Employees with potential are selected and they are given training before their promotion.

4.A. There are certain broad principles, which should be kept in mind before putting the job evaluation programme into practice. According to Kress, these principles are:

- * The elements should be clearly defined and properly selected.
- * The elements selected for rating purposes should be easily explainable in terms and as few in number as will cover the necessary requisites for every job without any overlapping.
- * Rate the job and not the man. Each element should be rated on the basis of what the job itself requires.
- * Any job rating plan must be sold to foremen and employees.

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success in selling it will depend on a clear-cut explanation and illustration of the plan.

* foremen should participate in the rating of jobs in their own departments.

* Maximum Co-operation can be obtained from employees when they themselves have an opportunity to discuss job rating.

S.A. A grievance is a sign of employee's discontent with job and its nature. The employee has got certain aspirations and expectations which he thinks must be fulfilled by the organisation where he is working. When the organisation fails to satisfy the employee needs, he develops a feeling of discontent or dissatisfaction.

Definition:-

According to Prof. Jucius, "Grievance is any discontent or dissatisfaction, whether expressed or not, whether valid or not, arising out of anything connected with the company that an employee thinks, believes or even feels is unfair, unjust or inequitable".

According to International Labour Organisation "Grievance is a complaint of one or more workers in respect of wages, allowances, conditions of work and interpretation of service stipulations, covering such areas as overtime leave, transfer, promotion, seniority, job assignment and termination of service".

Section - B

HRM is based on various principles which are as follows:

1. principle of Individual Development:- every employee offered full and equal opportunity to develop in order to realise his fullest potentialities. The individual employee should be able to grow to his capabilities - fullest capabilities.
2. principle of scientific selection procedure:- systematic and scientific procedures must be employed in selection. A careful selection and proper usage of personnel tools and techniques are necessary to promote scientific selection.
3. principle of Incentive:- It is necessary to recognise and reward good performance. If we want an individual to contribute his best on his work, the principle of incentive must be utilised. The incentive may be monetary or non-monetary and it is shaping a motivating them in such a way that they will contribute their maximum to realisation of organisational objectives and goals.

Principles of HRM

Principle of Individual Development	Principle of fair compensation
Principle of selection procedure	Principle of Dignity of Labour
Principle of Incentive	Principle of Team Spirit
Principle of Adequate communication	Principle of Labour management
Principle of participation	Principle of Contribution to Nation

4. Principle of Adequate communication:- As far as possible supply all relevant information to the employees. The company policies, programmes, objectives and communication may be made known to the employees. The channels and content of communication must be carefully prepared and developed.

5. Principle of Participation:- This principle is based on the consultative-participative managerial philosophy where the employer-employee relations are of mutual trust.

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confidence, and give-and-take. The employer - or the employees through their representatives are consulted and brought with in the purview of Participation in influencing decision.

6. principle of Dignity of Labour :- According to this principle any labour that is productive is good and commendable. No job or task should be held as beneath one's station and neglected. Essentially it must promote the notion that any job or task must be done as best one can.

7. principle of Team spirit :- The promotion of the will to collaborate among the employees is essential and esprit de corps must be nurtured; without team spirit business success cannot be achieved. personnel policy and programming must be so formulated that individuals function together as a group to attain the predetermined ends.

Q.A Job Analysis (JA) is a detailed and systematic study of jobs to know the nature and characteristics of the people to be employed on various jobs. It involves collection of necessary facts regarding jobs and their analysis. Job analysis also provides the basis for determining what types of information should be obtained from the applicant, from previous employers, and from other sources.

Definitions:-

- According to Edwin B. Flippo, "Job analysis is the process of studying and collecting information relating to the operations and responsibilities of specific job".

- According to Donald "Job analysis is a method of scientific dissecting a job in the length of learning production and labour turnover".

Features of job analysis:-

Features of job analysis are as follows:

1. Systematic way of Gathering and Analysis Information
a job: the most basic building block of HR management is job analysis which is a systematic way of gathering, analysing information about the content, context, and human requirements of jobs.
2. Develop Jobs :- Job analysis attempts to develop jobs that fit effectively into the flow of the organizational work that needs to be done. The narrow focus of job analysis centres on using a formal system to gather data about what people do in their jobs. This data is used to generate job descriptions and job specifications.
3. Re-Designs Jobs :- Job analysis involves collecting information on the characteristics of a job that differentiates it from other jobs. The information generated by job analysis may be useful in re-designing jobs but its primary purpose is to capture a clear understanding of what is done on a job and what capabilities are needed to do it as designed.

3.A. Training is a process of learning a sequence of programmed behaviours. It is the application of knowledge and gives people an awareness of rules and procedures to guide their behaviour. It helps in bringing about positive change in the knowledge, skills, and attitudes of employees towards the requirements of the job and organisation. Thus, it bridges the differences between job requirements and employee's present specifications.

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What is Network.

As a noun, network means "a group of system of inter connected people or things" to network means to interact with other to exchange information and develop professional or social contacts.

- (1) Take initiative:- Networking might be little out of your comfort zone, but you may hire someone with experience in networking.
- (2) Participation in events:- There are lot of events going on all year round related to non profit sector.
- (3) Create a database of contacts:- collect lot of visiting cards and contact details.
- (4) Exchange information:- Keep your network posted about the work you are doing.
- (5) Be posted about what others are doing.
- (6) online & offline networking:- Though the internet and social media are making network easier and faster than ever you.

5. Explain advantages of E-choupal

A:- ITC limited has provided computers and internet access in many agricultural and rural areas of the country. online access enables farmers to get information on good prices and good farming practices and to place orders for various inputs such as seeds and fertilizers

It helps, the farmers to improve the quality of their produce. It helps farmers to get better price for their produce. Internet Access ITC limited kiosk managed by sanchalak trained farmer. A computer kept at home and linked to the internet through a phone line or through A VAST connection. Each installation serves about 600 farmers in villages with in a radius of about 5km.

Since the introduction of e-choupal services, farmers have seen a increase in their income levels due to increase in yield, improvement in crop quality and reduction in transaction costs.

E-choupals are working in 10 states [Madhya Pradesh, Haryana, Uttarakhand, Uttar Pradesh, Karnataka, Kerala, Maharashtra, Andhra Pradesh and Tamil Nadu] in villages [600].

SECTION - C.

Q. What is E-Governance and what are the models of E-Governance?

A. - Accountability in terms of ethics & governance is equated answerability, blame worthiness, liability and the expectation that - giving. As in an aspect of governance, it has been central to terms related to problems in the public sector and private sector and individual contexts. e-governance can be considered as the social inclusive policy for development of transparency and accountability of both people in society and administration.

Policy involves providing the services to the collection of information through the and communicational development.

9 of e-governance:—

Electronic governance or e-governance is adopted by countries across the world. In a fast growing and demanding country, or economy, like India, e-governance has become essential. The rapid growth of digitalization has led to many governments across the globe to introduce and incorporate technology into governmental processes. Electronic governance or e-governance can be defined as the usage of information and communication technology by the government to provide and facilitate government services, exchange of transformation, communication transactions and integration of various standalone systems and services.

E-Governance is moral. It reduces the moral hazards of no response or delayed. There are five models of e-governance as given by Prof. Dr. Arje Hatohira which can be used as a guide in designing of e-Government initiative on local situation and governance activities that are expected to be delivered. They are:

- (1) Broadcasting Model.
- (2) Critical flow Model.
- (3) Comparative Analysis Model.
- (4) e-Auditory Model.
- (5) Interactive service Model.

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