BUS325 HUMAN RESOURCES MANAGEMENT EXAM PAST QUESTIONS

Q. Explain the Historical Evolution of Human Resources Management. 10Marks

The existing literatures on the historical evolution of human resources management are not unanimous on the origin of the subject; writers have traced the history based on the economic development of their countries. The American version of the origin of human resource management noted its origin in the pre-industrial era of 1400 – 1700 and ran through nine sequential stages which are: The Industrial revolution and the factory system, the emergence of managerial capitalism, industrial psychology, the World War I and the emergency of personnel administration, the human relations movement the "golden age" of industrial relations, the quality of work-life, and finally the emergency of contemporary Human Resources Management functions.

On the other hand, the British history of the evolution of human resources management has been a haphazard process which occurred in an unplanned fashion, informed by environmental forces in industry, business and society than to logical or conscious development.

Nevertheless, six major stages can be identified in the British version of the evolution of Human Resources Management.

The first phase is the WELFARE-ERA (1915 – 1920s). This was the period that the management of factions have to provide employees with welfare facilities such as canteen, medical centres and showed interest in employee‟s personal well-being.

The second is Personnel Administration which covered 1930‟s – 1940‟s. The need to provide factory managers with personnel support services in the area of recruitment, training and record keeping here accentuated by the great depression of 1930‟s

The personnel management phase I as they are in two (2) phase‟s spans 1940‟s – 1970‟s. The first phase is between 1940‟s to 1950‟s. The era witnessed an enlargement of personnel functions from the mere provision of welfare and support services to other, they personnel functions from the mere provision of welfare and support services to other key personnel

functions: such as appraisal compensation, and bargaining, designated welfare officials now transformed into labour matters and become involved in industrial relation practices. The environmental factor responsible for this rapid transformation from personnel administration to personnel management was, the World War II which led to the scarcity of required personnel needed to keep the factories in operation. However, it must be stated that during this period, personnel management was practiced at the tactical level.

The Personnel Management Phase II Spans (1960"s – 1 970"s). This was more developed stage of human relations in which services and functions provided in the rudimentary Stage that characterized phase one was extended into organizational and management levels. These included a systematic and scientific training, manpower planning and salary administration.

The Human Resources Management Phase two was in the 1990"s. During this period, the concept emphasized the virtues of team work, empowerment and continuous development in the learning organization. The role of Human Resources in total quality management also came to the forefront; new approaches were developed to such processes as culture management, reward management and management development.

Q. Define human resource management and enumerate its importance. (15 marks)

Human Resource Management (HRM) is the term used to refer to the philosophy policies, procedures and practices relating to the management of people within an organization. Human Resource Management is the process of achieving the best fit between individuals, jobs, organization and the environment. It is the process of bringing people and organizations together so that the goals of each are met. According to Byan and Rue, Human Resource Management encompasses those activities designed to provide for and co-ordinate the human resources of an organization... Human resource functions refers to those tasks and duties performed in an organization to provide for and co-ordinate the human resources.

To Wancevide and Gluecle, Human Resources Management is the function performed in organizations that facilitates the most effective use of people (employees) to achieve organizational and individual goals.

Thus Human Resources Management focuses on action, rather than on record keeping, written procedure or rules. It emphasizes the solution of employment problems to help achieve organizational objectives and facilitate

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employee development and satisfaction which means that Human Resources Management is action-oriented. It is also individually-oriented. Human Resources Management considered each employee as an individual and offers services and programmes to meet the individual needs.

Importance of Human Resources Management

(i) Good Human resource practice can help in attracting and retaining the best people in an organization. Planning alerts the company to the types of people it will need in the short, medium and long-run.

(ii) It appropriates recruitment and selection activities, identify the best people for available jobs and make sure they are placed in suitable position.

(iii) Performance appraisals and training develop individuals who need skills, knowledge and attitudes different from those they currently possess.

(iv) Good human resources practice can also motivate organizational members to do outstanding work

Q. Discuss the management functions of personnel management under planning, organizing, directing and controlling. (10 marks)

The management functions of personnel management involves, planning, organizing, directing and controlling.

Planning - It is a pre-determined course of action. Planning is the determination of personnel programmes and changes in advance that will contribute to the organizational goals. Planning involves acquisition of human resources recruitments, selection, and training. It also involves forecasting of personnel need, changing values, attitudes and behaviour of employees and their impact on the organization.

Organising - An organization is a means to an end. It is a structure and a process by which co-operative group of human beings allocates its tasks among its members, identifies relationships and integrates its activities towards common objectives. Complex relationships exist between the specialised departments and the general departments as many top manages are seeking the advice of personnel manager. This organization establishes relationships among the employees so that they can collectively contribute to the attainment of company goals.

Directing - The basic function of HRM at any level is motivating, commanding, leading and activating people. The willing and effective co-operation of employees for the attainment of organizational goals is possible through proper direction tapping the maximum potentialities of the people is

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possible through motivation and command. This direction is an important managerial function in that it helps in building sound industrial and human relations besides securing employee contributions.

Controlling - This involves checking verifying and comparing the actual with the plans and identifying deviations if any, and correcting the identified deviations. This action and operation are adjusted to predetermined plans and standards through control.

Q. Discuss the two broad functions of human resource management. 10marks

The HRM functions can be broadly classified into two categories:

(1) Management

(2) Operative

1. Management Functions

The management functions of personnel management involves, planning, organizing, directing and controlling.

i. Planning - It is a pre-determined course of action. Planning is the determination of personnel programmes and changes in advance that will contribute to the organizational goals. Planning involves acquisition of human resources recruitments, selection, and training. It also involves forecasting of personnel need, changing values, attitudes and behaviour of employees and their impact on the organization.

ii. Organising - An organization is a means to an end. It is a structure and a process by which co-operative group of human beings allocates its tasks among its members, identifies relationships and integrates its activities towards common objectives. Complex relationships exist between the specialised departments and the general departments as many top manages are seeking the advice of personnel manager. This organization establishes relationships among the employees so that they can collectively contribute to the attainment of company goals.

iii. Directing - The basic function of HRM at any level is motivating, commanding, leading and activating people. The willing and effective co-operation of employees for the attainment of organizational goals is possible through proper direction tapping the maximum potentialities of the people is possible through motivation and command. This direction is an important managerial function in that it helps in building sound industrial and human relations besides securing employee contributions.

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iv. Co-ordination deals with the tasks of blending efforts in order to ensure a successful attainment of an objective. The personnel manager has to co-ordinate various managers at different levels as far as personnel functions are concerned

v. Controlling - This involves checking verifying and comparing the actual with the plans and identifying deviations if any, and correcting the identified deviations. This action and operation are adjusted to predetermined plans and standards through control.

2. Operative Functions

The operative functions of personnel management are related to specific activities of personnel management e.g. Employments, developments, compensation and relations. These functions have to be performed in conjunction with management functions.

1. Employment - It is the first operative functions of HRM. Employment is concerned with securing and employing the people possessing required kind and level of human resources necessary to achieve the organizational objectives. It covers the functions such as job analysis, human resource planning, recruitment, selection, placement, induction and internal mobility.

2. Job analysis is the process of study and collection of information relating to the operations and responsibilities of a specific job. This involves collection of data, information, preparation of job description, providing the guides on job design for all the operations functions of HRM.

3. Human Resource Planning is the process for determining and assuming that the organization will have an adequate number of qualified persons, available at proper times, performing jobs which would meet the needs of the organization.

4. Recruitment - This is the process of searching for prospective employees and stimulating them to apply for jobs in an organization

5. Selection - It is the process of ascertaining the qualifications, experience, skill, knowledge of an applicant with a view to appraising his/her suitability to a job.

6. Placement - it is the process of assigning the selected candidate with the most suitable job. It is matching the employees‟ specification with job requirements.

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7. Induction and Orientation - These are the techniques by which a new employee is rehabilitated in the changed surroundings and is introduced to the practices, policies, purposes and people of the organization.

Q. Evaluate the difference between human resource management and personnel management. 10marks

The differences between personnel management and human resources management can be seen in terms of emphasis and approaches and not entirely in terms of substances.

Personnel management is more restructured in the sense that it is focussed primarily on non-management staff while human resource management includes both management staff and non management staff.

The term human resources at the Macro level indicates the sum of all components like skill and creative ability possessed by all the people, whereas the term personnel even at the macro level is limited to employees of all organization.

Human resources at the organizational level include all the component resources of all employees from the rank and file to top management level, influencing the human resources of former group. Infact it includes the resources of all the people who contribute their services to the attainment of organizational goals and others who contribute their services in order to create hurdles in the attainment of organizational goals.

Furthermore, Human Resource management is more integrated in its approach and also integrated with line management activity. Personnel management on the other hand simply reacts to the outcome of line management activity. Implicit in this analysis is that the human resources specialist is pro-active in nature, he does not wait for employees to agitate before structuring for employees need and satisfaction. The personnel manager is re-active in nature, the welfare needs and satisfaction of employees are inconsequential to him.

The ideological differences between the human resource management and personnel management is that while the human resources manager subscribes to a pluralist ideology, that of the personnel is unitary in nature. The implication of this ideological disparity on the management of an organization work force are enormous. The human resource management strategy, which tries to regulate and make unions inconsequential, thus such strategy entails an attempt to perform for employees what the unions naturally would have done. On the contrary, the personnel management

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subscribes to Unitarians ideology, which does not tolerate the existence of unionism.

Q. Personnel management is a staff function. Discuss 10marks

Since the top management believes that organizational ability depends on sound management of human resources, it provides specialized assistance to Line managers through the personnel managers. Thus the personnel managers are created for the purpose of providing assistance, advice, information to Line managers in order to relieve them from the burden of management of personnel and to allow them to concentrate on their technical operations.

Personnel managers perform various functions including; employment, training, development, wage and salary administration, motivation, grievance redressal, workers participation in management, collective bargaining, industrial relation etc. However, responsibility for the management of personnel still exists with Line managers. The personnel management is a line management responsibility but a staff functions.

Q. Explain the qualities and qualification of a personnel manager. 10marks

The functions of personnel management vary from organization to organization both in nature and degree. So the qualification requirement of a personnel manager differ from organization to organization, depending on its nature, size, location. However the qualification and qualities which will be applicable in general can be summarized as follows:

(1) Personnel Attributes - The personnel manager as in the case of any other manager must have initiative, resourcefulness, depth of perception maternal in judgement and analytical ability, freedom from bias would enable the personnel manager to take an objective view of both the management and workers. He must have the intellectual integrity. Moreover, the personnel manager should be thorough with Labour Law. An understanding of human behaviour is essential to the personnel manager. He should be familiar with human needs, wants hopes, desires, values and aspiration without which adequate motivation is impossible.

(2) Experience and Training - Pervious experience is undoubtedly an advantage provided the experience was in an appropriate environment and in the same area. Training in psychological aspects, Labour Legislations and more specifically in personnel management and general management is an additional benefit. Experience is an enterprise in some other executive capacity can also help towards an appreciation of the general management problems and a practical approach in meeting personnel problems.

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(3) Professional Attitudes: - Professional attitude is more necessary especially in the Nigerian context. The personnel managers‟ job, as in the case of other managers is getting professionalized. He should have patience and understanding, ability to listen before offering advice. He should have the knowledge of various disciplines like technology, engineering, management, sociology, psychology, philosophy, economics, commerce and law. He must be able to couple social justice with a warm personal interest in people which must be secured by an uncommon degree of common sense.

Qualification: - Academic qualifications prescribed for the post of personnel manager vary from industry to industry. However, the qualification prescribed in general are:

(a) A degree from a recognized University.

(b) Post-Graduate degree in Social Sciences or Sociology, Industrial Relations and Personnel Management.

Q. Briefly define the following.

i. Recruitment

This is the process of searching for prospective employees and stimulating them to apply for jobs in an organization

ii. Selection

It is the process of ascertaining the qualifications, experience, skill, knowledge of an applicant with a view to appraising his/her suitability to a job.

iii. induction

These are the techniques by which a new employee is rehabilitated in the changed surroundings and is introduced to the practices, policies, purposes and people of the organization.

iv. Placement

It is the process of assigning the selected candidate with the most suitable job. It is matching the employees‟ specification with job requirements.

v. examination

Examinations is a merit system that aids in the selection exercise. The cornerstone of the public personnel programme is the process of selection by means of competitive examinations, a process by which favouritism was to

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be excluded and the goal of securing the best man for every job achieved. The second one is "other factors being equal, examinations can spell the difference between a top-notch service and a mediocre one. No merit system worthy of the name can afford to take less than a fully professional approach to examining applicants for employment.

Q. List the eight purpose of training and explain any five of them. 10marks

Specifically, the need for training arises due to the following reasons:

To match the employees specifications with the job requirements and organizational needs.

Organizational viability and the transformation process.

Technological Advances

Organizational complexity

Change in the Job Assignment

Increase productivity

Improve quality of the product/service

1. To **match the employees specifications with the job requirements and organizational needs.** An employee"s specification may not exactly suit the requirements of the job and the organization irrespective of his past experience, qualifications, skills, knowledge etc.

2. **Organizational viability and the transformation process**. The primary goal of most of the organizations is their viability and efficiency. But the organizational viability is continuously influenced by environmental pressures. If the organization does not adapt itself to the changing factors in the environment, it will loose its market share. If the organization desires to adopt these changes, employees must be trained to impact specific skills and knowledge inorder to enable them to contribute to the organization efficiency and to cope with the changing environment. In addition it provides continuity to the organizational process and development, the productivity of the organization can be improved by developing the efficiency of transformation process which in turn depends on enhancement of existing level of skills and knowledge of the employees. The achievement of these objectives mostly depends on the effectiveness of the human resources that the organization possesses. Employee effectiveness can be secured by proper training.

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3**. Technological Advances**: Every organization, inorder to survive and to be effective, should adopt the latest technology i.e. Mechanization, computerization and automation. Technology alone does not guarantee success unless it is supported by people possessing requisite skills. So, organization should train the employees to enrich them in the areas of changing technical skills and knowledge from time to time.

4. **Organizational complexity**: With the emergence of increased mechanization and automation, manufacturing of multiple products and by products or dealing in services of diversified lines, extension of operation to various regions of the country or in overseas countries, organization of most companies has become complex.

This leads to growth in the number and kinds of employees and layers in the organizational hierarchy. This in turn creates the problems of coordination and integration of activities at various levels. This situation calls for training in the skills of co-ordination, integration and adaptability to the requirements of growth, diversification and expansion. Companies constantly search for opportunities to improve organizational effectives. Training is responsible for much of the planned change and effectiveness in an organization as it prepares the people to the change agents and to implement the programmes of effectiveness.

5. **Change in the Job Assignment**: Training is also necessary when the existing employee is promoted to higher level in the organization and when there is some new job or occupation due to transfer, advanced disciplines, techniques or technology.

Q. Enumerate and explain three types of training in an organization. 10marks

Pre-Entry Training

Pre-entry training is the training an employee undergoes before he or she joins a service of an organization. This is done to ensure some appreciable level of pre-entry knowledge and skills to enable the new entrants to acclimatize and fit-in in his or her present position.

Professionals with Administrative Training

This is the third school of thought whose aim is to turn the expert in one field or the other into an administrator inorder to broaden their knowledge and scope of work. The bulk of non-clerical public jobs necessarily calls for technical knowledge in some field or the other. By character, experts view issues from a narrowness of their expertise. Given some administrative

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training, the narrowness is minimized. In Nigeria in recent times, the second and third school of thought are now the guide posts for administrative training. Apart from the limited number of people who opt to read Public Administration as a first degree course, quite a number come from the Social Sciences. But those in the core and Medical sciences with a diploma in Administration are likely to function more effectively as a Permanent Secretary.

In-Service Training

In-service training starts from the application of the knowledge which an employee brings into the service on the job to which he is assigned. It continues and includes making older employees more efficient in the performance of their present duties and even to equip them to qualify for the advancement in one or more direction.

Here you shall be availed of the forms and methods of in-service training:

a) Group Training: Most of the pre-entry trainings discussed above are done in groups. However within the organization, conferences and seminars are held, field trips are undertaken. These are all training sessions. This type of training could be very profitable for both the subordinate and the supervisor. Initial induction courses where large numbers of people are involved take this format.

(b) On –The – Job Instruction: This is the commonest form of training especially for the new entrants. The superior goes round to the work desk or bench and gives instruction on how a particular work is done.

(c) Manuals and Bulletins: These are essential study materials that are given out in the work place. Handbooks, procedure manuals or periodic bulletins, made attractive and readable are a great method of training in an organization. In Nigeria, the work of administration – the handling of personnel manuals, the most important being the civil service rules Handbook. No administrator, however long he has been in service that has a table that lacks these documents. They are the administrator‟s companion.

(d) Correspondence Courses: This is an equivalent of distance learning.

(e) Use of Audio-Visual Aids: These includes such media as still pictures, models, specimens posters, maps, charts, film strips, and motion pictures.

Q. What is in-service training? List the five (5) methods of carrying out in-service training.

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In-service training starts from the application of the knowledge which an employee brings into the service on the job to which he is assigned. It continues and includes making older employees more efficient in the performance of their present duties and even to equip them to qualify for the advancement in one or more direction.

The five methods of carrying out in-service training are:

a) Group Training

(b) On –The – Job Instruction

(c) Manuals and Bulletins

(d) Correspondence Courses

(e) Use of Audio-Visual Aids

Q. What is performance appraisal and what are the reasons for performance appraisal. 10marks

Performance appraisal is a method of evaluating the behaviour of employees in a work organization which normally includes quantitative and qualitative aspects of job performance. Performance here refers to the degree of accomplishment of the tasks that make-up an individual‟s job. Under performance appraisal, he evaluates not only the performance of a worker but also his potential for development.

Reasons for Performance Appraisal

- To provide information about the performance ranks based on which decisions regarding fixing of salaries, confirmation, promotion, transfers and demotions are taken.
- Provide feedback information about the level of achievement and behaviour of subordinates. This information helps to review the performance of the subordinates rectifying performance deficiencies and to set new standards of work if necessary.
- Provide information which helps to counsel the subordinates.
- Provide information to diagnose deficiency in employees regarding skill knowledge, determine training and development needs and to prescribe the means for employee growth.
- Provides information for correct placement.
- To prevent grievances and in disciplinary action.

In summary, the reasons for appraisal is to draw attention to present performance in the job inorder to:

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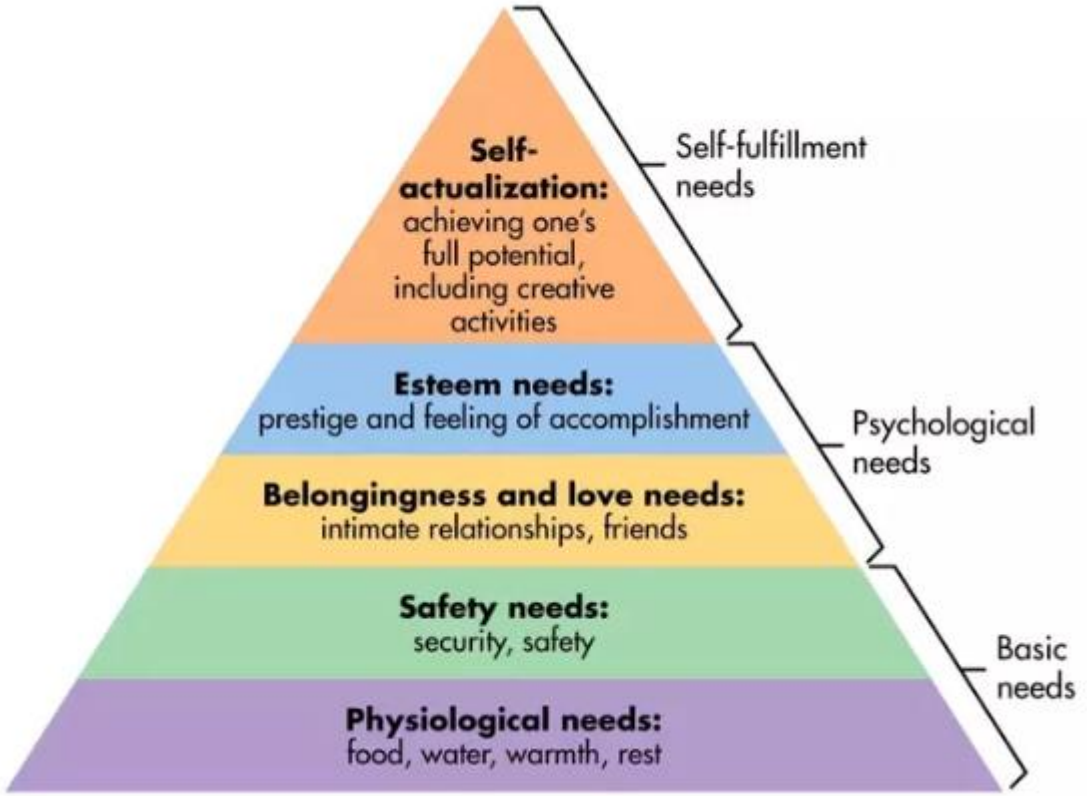
a. Reward people fairly

b. To identify those with potentials for promotion or transfer.

Q. Explain Abraham Maslow's Hierarchy of needs. 10marks

Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid.

Needs lower down in the hierarchy must be satisfied before individuals can attend to needs higher up. From the bottom of the hierarchy upwards, the needs are: physiological, safety, love and belonging, esteem, and self-actualization.



Maslow (1943, 1954) stated that people are motivated to achieve certain needs and that some needs take precedence over others.

Our most basic need is for physical survival, and this will be the first thing that motivates our behavior. Once that level is fulfilled the next level up is what motivates us, and so on.

1. **Physiological needs** - these are biological requirements for human survival, e.g. air, food, drink, shelter, clothing, warmth, sex, sleep.

If these needs are not satisfied the human body cannot function optimally. Maslow considered physiological needs the most important as all the other needs become secondary until these needs are met.

2. **Safety needs** - Once an individual's physiological needs are satisfied, the needs for security and safety become salient. People want to experience order, predictability and control in their lives. These needs can be fulfilled by the family and society (e.g. police, schools, business and medical care).

For example, emotional security, financial security (e.g. employment, social welfare), law and order, freedom from fear, social stability, property, health and wellbeing (e.g. safety against accidents and injury).

3. **Love and belongingness needs** - after physiological and safety needs have been fulfilled, the third level of human needs is social and involves feelings of belongingness. The need for interpersonal relationships motivates behavior

Examples include friendship, intimacy, trust, and acceptance, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work).

4. **Esteem needs** are the fourth level in Maslow's hierarchy - which Maslow classified into two categories: (i) esteem for oneself (dignity, achievement, mastery, independence) and (ii) the desire for reputation or respect from others (e.g., status, prestige).

Maslow indicated that the need for respect or reputation is most important for children and adolescents and precedes real self-esteem or dignity.

5. **Self-actualization needs** refer to the realization of a person's potential, self-fulfillment, seeking personal growth and peak experiences. Maslow (1943) describes this level as the desire to accomplish everything that one can, to become the most that one can be.

Individuals may perceive or focus on this need very specifically. For example, one individual may have a strong desire to become an ideal parent. In another, the desire may be expressed economically, academically or athletically. For others, it may be expressed creatively, in paintings, pictures, or inventions.

Q. Differentiate trait theory and situational theory approaches to leadership concept. 10mark

The trait theory was the dominant thought in the early 20th century; its focus was on the identification of the attributes or traits that are to be found in leaders. The central theme is that leaders are not made but born. On the other hand, the situational approach maintains that the situation dictates

the qualities of leadership. Rather than adjusting the organization to fit the leader, here the leader is adjusted to organizational requirements.

Q. Enumerate the staff role in the personal department. (5 marks)

The personnel department in relation to other departments and other managers perform the following roles:

1. Policy Initiation and Formulation - One of the important functions of the personnel department is the formulations of new personnel policy, alteration or modification of the existing personnel policies. He assists, advises and counsels the Managing Director regarding implications in formulation and modifications of all major or crucial policies.

2. Advice - The major activity of the personnel department is advising counselling managers operating at various levels regarding problems, issues, clarification concerning policies or people of their departments. Advice should be based on thorough thinking analysis, research regarding pros and cons, implications during and after execution, possible measures to be taken.

3. Service - Personnel department renders all secretarial and executive services and performs background work in all personnel activities regarding recruitment, receiving and scrutinizing applications, conducting tests, interviews, placement, induction, training, compensation management and management of industrial relations.

4. Monitory and Control - Personnel department monitors performance and controls the line activities to the extent they are related to personnel issues. It compares the actual performance of the Line managers with the established personnel policies, procedures, programmes. It also envisages appropriate corrective action. It advises the Managing Director to modify the policies basing it on the experiences in this regard.

Q. Explain the three (3) important approaches to job design in relation to achieving organizations goal.

There are three important approaches to job design:

- Engineering Approach
- Human Approach
- Job Characteristic Approach

1. Engineering Approach - This approach can be attributed to Federick W. Taylor, (1911) on the issue of the Task Idea. According to him “The work of every workman is full y planned out by the management at least on a day in

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advance and each man receives in most cases complete written instructions, describing in details the task which he is to accomplish..... Th is task specifies not only what is to be done but how it is to be done and the exact time allowed for doing it. The principles offered by Scientific Management to job design can be seen as follows

- Work should be scientifically studied
- Work should be arranged so that workers can be efficient
- Employees selected for work should be matched to the demand's of the job
- Employees should be trained to perform the job
- Monetary compensation should be used to reward successful performance of the job.

2. Human Approach -The human relations approach recognized the need to design jobs which are interesting and rewarding. Hertzberg"s research popularised the notion of enhancing need satisfaction through what is called job enrichment. One widely publicized approach to job enrichment uses what is called the job characteristics model.

According to Hertzberg there are two types of factors:

(i) Motivators like achievement, recognition, work itself, responsibility, advancement and growth.

(ii) Hygiene Factors - Which merely maintains the employee on the job and in the organizational policies, interpersonal relations, pay and job security. This Hertzberg asserted that the job designer has to introduce hygienic factors adequately so as to reduce dissatisfaction and build motivating factors. This Hertzberg has laid emphasis on the psychological needs of employees in designing jobs.

(iii) Job Characteristics Approach - This approach was propounded by Hackman and Oldham which states that employees will work hard when they are rewarded for the work they do and when the work gives them satisfaction. Hence, they suggest that motivation, satisfaction and performance should be integrated in the job design.

According to this approach, any job can be described in terms of core job dimensions which are defined as follows:

- **Skill variety** - The degree to which a job requires a variety of different activities so that the workers can use a number of different skills and talents.

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- **Task Identity** - The degree to which a job requires completion of a whole and identifiable piece of work.
- **Task Significance** - The degree to which the job has a substantial impact on the lives or work of other people.
- **Autonomy** - The degree to which the job provides substantial freedom, independence and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.
- **Feedback** - The degree to which an individual requires direct and clear information about the effectiveness of his or her performance.

Q. List out the essential criteria for effective examination and briefly describe each. (5 marks)

There are three criteria for the effectiveness of examination as a selection tool.

The first on is objectivity. An employment examination is objective if it succeeds in identifying those characteristics of mind and skill necessary to the given purpose.

The second criterion is validity. An employment examination is valid if it measures what it purports to measure. A valid examination would rate prospective employees in exactly the same relationship to one another as they would stand after final on the job.

The third contend is reliability, which has to do with consistency with which the examination serves as a measuring instrument.

Q. Describe job design as it relate to job analysis. (10 marks)

Job design process has to start from what activity needs to be done in order to achieve organizational goals. It requires the use of techniques like process planning, organizational methods and organizational analysis. The other aspect of job design involves the technical aspect of job design which has to do with structural engineering. Job design has a great influence on productivity of any organization and the level of satisfaction. Unlike in the past when job designs were merely repetitive, today's is more educative and creative in nature, demanding interesting, challenging jobs. Job design greatly affects how an employee feels about a job, how much authority an employee has over the work, and how much decision making the employee has on the job and how many tasks the employee has to complete. Managers realized that job design determines their working relationship among employees themselves.

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Q. Explain in details the principal sources of job analysis and the information that can be provided. (5 marks)

Information about job analysis may be obtained from three principal sources that include:

- From the employees who actually perform the job.
- From other employee such as the supervisors and foremen who watch the workers while doing a job and thereby acquire knowledge about it
- From outside observers specially appointed to watch employees performing a job. Such outside persons are called trade job analysts. Sometimes special job reviewing committees are also established.

Job analysis provides the following information.

Job identification: Its title, including the code number. Significant characteristics of a job. Its location, physical setting, supervision union, jurisdiction, hazard and discomforts.

What the typical worker does? This includes collection of information on specific operations and tasks to be performed by the typical worker, including their relative timing and importance their simplicity, routine or complexity the responsibility for others.

Job Duties: A detailed list of duties along with the probable frequency of occurrence of each duty.

What materials and the equipment the worker uses: Metals, plastics, grains, yam or lathes milling machineries testers, punch presses and micrometers

How a job is performed: Here emphasis is on the nature of operations like lifting, handling, cleaning, washing, feeding, removing, drilling, droning, setting-up and the like.

Required personal attributes: This includes experience, training undertaken apprenticeship, physical strength, co-ordination or dexterity, physical demands, mental capabilities, aptitudes, social skills etc.

Job relationship: This includes opportunities for advancement, patterns of promotions, essential co-operation. Job analysis also provides the information relating to mental skills, working conditions, hazards, education, and vocational preparation.

Q. List and explain the types of in-service training available. (5 marks)

a) Group Training: Most of the pre-entry trainings discussed above are done in groups. However within the organization, conferences and seminars are

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held, field trips are undertaken. These are all training sessions. This type of training could be very profitable for both the subordinate and the supervisor. Initial induction courses where large numbers of people are involved take this format.

(b) On –The – Job Instruction: This is the commonest form of training especially for the new entrants. The superior goes round to the work desk or bench and gives instruction on how a particular work is done.

(c) Manuals and Bulletins: These are essential study materials that are given out in the work place. Handbooks, procedure manuals or periodic bulletins, made attractive and readable are a great method of training in an organization. In Nigeria, the work of administration – the handling of personnel manuals, the most important being the civil service rules Handbook. No administrator, however long he has been in service that has a table that lacks these documents. They are the administrator's companion.

(d) Correspondence Courses: This is an equivalent of distance learning.

(e) Use of Audio-Visual Aids: These include such media as still pictures, models, specimens posters, maps, charts, film strips, and motion pictures.

Q. Using Nigeria as a case study, discuss the consideration used in the determination of salaries and wages. (15 marks)

Although from an economic point of view, government is somewhat freer in setting its pay policy than most competitive private establishments, from the social and ethical stand points if it is less free to do so as it will. This is so because the government is the body which is saddled with the responsibility of ensuring that every citizen of a country lives a life that is adjudged „adequate" and to ensure that this is a ttained by means of paying a wage that cannot go below a certain level.

The reason for the social and ethical consideration is that the bargaining power of public employees is limited as a result of the followings:

- The absence of effective labour organization among civil servants.
- Limitation upon the right to strike and to participate in political activities
- And the special character of much government work, which makes it difficult for the civil servant to leave the service for private employment. The effect of all this reasons is the real bargaining position in which many public servants produces a situation conducive to arbitrary dissemination. The chief restraint against

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unfairness must be self-imposed on the ground that the government should be a model employer.

The social and ethical consideration is what gives rise to the idea of a long wage or standard minimum wage.

In reality, references to minimum wage is the issue whereby the government should pay its employees a salary based upon what it costs them to maintain an appropriate standard of living. This approach to the determination of salary has nothing to do with economic consideration but purely ethical consideration. This is based on the contention that every citizen of a civilized community should bassured the means to a reasonable sense of living according to the standard prevailing in the community.

Q. Define Retirement and explain the two main types of retirement. 15Marks

Retirement can be defined as a time when an employee reaches the end of his working life. The most important factor in retirement is the time factor. So time dependent is retirement. It is that governments predetermine the span of a working life for employees.

The span of working life covers the time a man enters work until the age of 65 years and for a woman until the age of 60 years. In Nigeria the time limit is non-gender discriminatory. It is rather profession discriminatory. Judges and University Lecturers are exempted from the 65 years compulsory retirement age. This statutory retirement age is mandated by law that men and women should retire at the age of 65 years or 35 years in service.

The Types of Retirement

There are two main types of retirement:

- Mandatory
- Voluntary

Mandatory/Voluntary Retirement

Mandatory Retirement Age: In the light of the life expectancy of modern times the mandatory retirement age is 65 years many organizational managers have maintained that compulsory retirement at a fixed age for all is beneficial.

The following are the reasons given:

- It is simple to administer with no implications to prove that the older employee no longer meets the job requirements.

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- Openings are created to which younger employees can advance.
- Human Resources planning are facilitated when retirement schedules are known.
- Graceful exits are provided for employees who are no longer qualified in as much as the firm will wait out the final few years of declining productivity.
- It stimulates employees to make plans for retirement in advance of a known date.

Voluntary Retirement

Voluntary retirement is when a staff who is not up to the 65 years mandatory retirement age wishes to disengaged from the service. In Nigeria an employee under the pensionable service has an option to retire voluntarily at any age from 45 years to 60 years. But at the age of 60 years or 35 years in service however, he has to retire mandatorily.

Write concise note on the following.

- Formal Organization 2Marks

This is a system of well defined jobs each bearing a definite measure of authority, responsibility and accountability. Here the manger describes organizational relationships in a written and graphic manner.

-Informal Organization 2Marks

Informal organizations are known as social groups within an organization while the informal group is spontaneous the formal organization is the result of a deliberate and planned effort to pattern activities and relationships in specified way to facilitate the achievement of goals in a smooth manner.

-Responsibility 2Marks

Edwin B. Flippo defines responsibility as one's obligation to perform the functions assigned to the best of one‟s ability in accordance with directions received. Responsibility is derived from function which is the origin for relationship. Hence it is called a functional derivative. The important principles which could be observed in delegating responsibility are:

- Absence of overlapping responsibilities
- Functional similarity which facilitates specialization should be taken into consideration while delegating responsibility.
- Clear identification of responsibility limits.

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- Avoidance of gaps in delegation of responsibility.

Unnecessary function or responsibility which does not contribute to organizational goals should be avoided.

-Authority 2Marks

This is the right to give orders and the power to exact obedience. It is the right to decide what should be done or the right thing to do. Authority is the power to command or to exact action from others in the process of discharging the delegated responsibility. Thus authority is derived from functions. The important principle of authority is that Authority should equate responsibility. In order words required amount of authority should be delegated to discharge responsibility. This principle avoids misuse of authority and at the same time helps in proper discharge of responsibility.

-Accountability 2Marks

This is the requirement of answerability for one's performance. It is the opposite phase of responsibility in the sense that responsibility flows downward while accountability flows from bottom to the top for proper performance. If one has been delegated with co-equal authority and responsibility he can logically be held accountable for results. While authority is delegated from a superior to a subordinate, accountability is created. Accountability is derived from authority. The important principle of accountability is single accountability. This responsibility is functional derivative authority which is derived from responsibility, and accountability is derived from authority.

Q. Give account of various approaches to job design 15Marks

There are three important approaches to job design:

- Engineering Approach
- Human Approach
- Job Characteristic Approach

1. Engineering Approach - This approach can be attributed to Federick W. Taylor, (1911) on the issue of the Task Idea. According to him "The work of every workman is full y planned out by the management at least on a day in advance and each man receives in most cases complete written instructions, describing in details the task which he is to accomplish..... Th is task specifies not only what is to be done but how it is to be done and the exact time allowed for doing it.

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2. Human Approach -The human relations approach recognized the need to design jobs which are interesting and rewarding. Hertzberg‟s research popularised the notion of enhancing need satisfaction through what is called job enrichment. One widely publicized approach to job enrichment uses what is called the job characteristics model.

3. Job Characteristic Approach - This approach explains that existence of core job characteristic in a job, gives the psychological satisfaction of meaningful work to the job incumbent. The characteristics of autonomy gives the job incumbent a feeling of personnel responsibility for the result and the characteristics of feedback from job which leads to psychological state of knowledge about their own performance of the job incumbent. The core job dimensions can be combined into a single predictive index called the motivating potential score.

Q. What are the goals of job design?

The two important goals of job design are:

(1) To meet the organizational requirements such as higher productivity, operational efficiency, quality of products and services.

(2) To satisfy the needs of the individual employees like interests challenge achievement and accomplishments.

Q. Identify ten (10) Sources of Job Analysis Information. 5Marks

1. Information about job analysis maybe obtained from three principal sources that include:
2. From the employees who actually perform the job.
3. From other employee such as the supervisors and foremen who watch the workers while doing a job and thereby acquire knowledge about it
4. From outside observers specially appointed to watch employees performing a job.
5. Job analysis provides the following information.
6. Job identification: Its title, including the code number. Significant characteristics of a job. Its location, physical setting, supervision union, jurisdiction, hazard and discomforts.
7. Job Duties. A detailed list of duties along with the probable frequency of occurrence of each duty.
8. Required personal attributes. This includes experience, training undertaken apprenticeship, physical strength, co-ordination or dexterity, physical demands, mental capabilities, aptitudes, social skills etc.

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9. How a job is performed. Here emphasis is on the nature of operations like lifting, handling, cleaning, washing, feeding, removing, drilling, droning, setting-up and the like.
10. Job relationship. This includes opportunities for advancement, patterns of promotions, essential co-operation. Job analysis also provides the information relating to mental skills, working conditions, hazards, education, and vocational preparation.

Q. Job description is written summaries of the basic tasks associated with a particular job. This may also include the nature and scope of the job. Explain steps taken in job description. 10Marks

As noted earlier, job description is essentially a description of the job itself and not the individual performing the job.

How to prepare a job description

Job Title: Every job or the job-Holder must have a title or description. The job title should reveal the functions inherent in a job. E.g. Account manager performs accounting functions.

Whom to Report: It is an assumption that the final authority in work-delegated organization does not rely on any individual but in the board of directors. Consequently, any employee in work organization must report to some other persons. In stating the reporting relationship of the job holder, existing network of relationship, the jobholder may have other functional heads that must be ignored i.e. Job description does not state a multiple reporting relationship.

Reporting to the Job-Holder: The job holder may have a number of subordinates under him, in the absence of subordinates; the numbers of employees on the same job with job holder are stated.

Job Purpose and Scope: Here an attempt is made to describe as precisely as possible the purpose of the job. This is to give a mental picture of the job, which distinguishes it from other jobs. The purpose of the job will naturally lead to the activities or task to be performed by the Jobholder in actualizing that purpose.

Description of Duties: The task required to be carried out by the job holder in accomplishing the purpose of the job are spelt out.

Nature and Scope: Selection of the Job Description, gives an analysis of the job holders role within the context of the organization. It highlights the significance of the task and the implication of non-performance in certain

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organizations. Such as that used as specimen the nature and the scope of the task is divided into three aspects.

Q. Discuss the fundamental assumptions underlying The New Theory of Management Theory X. 8Marks

McGregor says that the issue of managing people should be change, based on more adequate assumptions about human nature and human motivation. The broad dimension of such a theory is what is known as "Theory Y".

The assumptions here include the following:

-Management is responsible for organizing the elements of productive enterprise – money, materials, equipment , and people – in the interest of economic ends.

-Human beings by nature are not passive or resistant to organizational needs. They have become so as a result of experience in the organization.

-The motivation, the potential for developing the capacity for assuming responsibility, the readiness to direct behaviour towards organizational goals, are all present in people. It is the responsibility of management to make it possible for people to recognize and develop these human characteristics for themselves.

-The essential task of management is to arrange organizational conditions and methods of operation so that people can achieve their own goals best by directing their own efforts towards organizational objectives.

This is a process primarily creating opportunities releasing potential, removing obstacles, encouraging growth and providing guidance, It does not involve the abdication of management, the absence of leadership, the lowering standards or the other characteristics usually associated with the soft approach under Theory X.

Q. Define communication

Communication is a process by which all forms of information are transferred from one person to the other. The word communication is derived from the Latin word "Communes" which means common. The communicator which is the sender strives to establish a "Commune" with the receiver. This comm unication can be defined as the transfer of information or transmission of information and understanding through the use of common symbols. These common symbols maybe verbal or non-

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verbal. Communication can also be perceived as a process in which a sender and a receiver of a message interact inorder to give the message a meaning.

Scott and Ordeus defined communication as a process involving the transmission and accurate replication of ideas reinforced by feedback, purporting to stimulate actions to accomplish organizational goals.

Communication is important in the organization for three reasons:

- All functions of management such as planning, organizing, leading and controlling involve the act of communication, without which they cannot be performed at all.
- Secondly, managers devote a major portion of their time to the activity of the communication.
- Interpersonal relations and group relations are maintained and developed only through the system of communication. Communication is essential to integrate and co-ordinate the activities of the people in the organization. Without effective communication no organizational objectives can be realized.

Q. What are the various models of communication? 7Marks

A – Sender: This is the individual group or organization that attempts to transmit, communicate information to another individual or group or organization.

B – The Receiver: This is the individual or group that the sender attempts to transmit information to or wishes to communicate with the sender/receiver relationship is to make the receiver behave or act in manners that is desirable to the sender.

C – Encoding: This is the translating of mental thoughts, idea or wish into a code or language that can be understood by intended receiver. In the encoding process, words, numbers, gestures, non-verbal elements such as facial expressions or pictures are used.

D – The Massage: This is the output of encoding messages may contain hidden agenda as well as trigger aggressive or emotional reaction. Messages relay what the sender has encoded.

E – Medium: The medium is the carrier of the message. It is the means by which the message is sent. Messages are sent to be received in a variety of ways. These include face-to-face communication, telephone communication, group meetings, fax, and memos.

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F – Decoding: For the process of communication to be complete, the message must be decoded so that it becomes relevant to the receiver. Decoding is the technical term for the receivers thought processes which involve interpretation. It consists of translating verbal, oral or visual aspects of a message into a form that can be interpreted.

G – Creating Meaning: The conduct model of communication assumes that meaning is transferred directly from the sender to the receiver. In contrast, the perception model is based on the belief that the receiver creates the meaning of a message in his or her mind.

H – Feed-Back: The receiver's response to a message is the crux of the feedback loop. A feedback loop provides a channel for receiver's response that enables the communicator or sender to determine whether the message has been received and has produced the intended response. At this point, the receiver becomes a sender, this new message is then decoded and interpreted, and the feedback gives the sender an idea of how accurately his message is understood.

I – Noise: This refers to anything that interferes with transmission and understanding of a message or all factors that distract the intended message and these factors may occur in each of the elements of communication. These factors include speech impairment poor telephone connection, illegible hand writing, physical distance etc. Managers can improve communication by reducing noise.

Q. Explain various barriers to effective communication in an organization.

Barriers to Effective Communication

There are certain factors that impede the proper flow of communication. All those factors that adversely affect the effectiveness of communication maybe called barriers to communication.

These barriers are classified into:

1. External

2. Emotional or Psychological

3. Organizational

4. Personal

1. External Barriers

These manifest in the following ways:

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- Semantic Barriers: This is due to linguistic barriers between the sender and the receiver. These barriers arise at the stage of encoding or decoding in the process of communication.
- Badly Expressed Message: Here if the message is not expressed clearly and precisely and wrong words used, they may not send the right message.
- Faulty Translation: Managers are often required to translate the messages into a form, suitable to their superiors or subordinates. Unless one has good linguistic capacity, he cannot do his job well.
- Specialist Language: Technical personnel and other experts are fond of using technical jargon which others outside their group fail to understand.

2. Emotional or Psychological Barriers

- Premature evaluation: Here people often jump into conclusion even before the message is completely communicated. This discourages the sender and may even give him a feeling of utility.
- Existence of pre-concerned notions.
- Inattention due to lack of interest.
- Distrust in the communicator.
- Fears

3. Organizational Barriers

Here organizational policies, rules and regulations, status relationships also affect the effectiveness of communication.

4. Personal Barriers

Personal barriers can again be classified into two types

- Barriers in superiors
- Barriers in subordinate

Q. List five training objectives. 5 marks

1. The personnel manager formulates the following training objectives in mind:
2. To prepare the employee both new and old to meet the present as well as the changing requirements of the job and the organization.
3. To prevent obsolesce
4. To ensure smooth and efficient working of a department.
5. To ensure economical output of required quality

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Q. Discuss two Schools of Thoughts concerning pre-organizational entry

The Liberal Arts School of Thought

The liberal school of thought assumes that "--- the best administration are those who have had a general liberal education which makes for flexibility of mind, imagination and breath of outlook. To a large extent, in the initial years of the Nigerian Civil Service it was guided by this school of thought. The requirement for entry into the administrative class of the Nigerian Civil Service was mainly a liberal arts degree of not lower than a second class. It was believed that this entry qualification was sufficient to take one through the career wings to the topmost position – that of a head of service withou t any other form of training.

The Science -Oriented School of Thought

In this school of thought, it is maintained that administration is not all art but also science. This being the case, principles can be deduced from its practice which can be taught and learnt. This school believes that a student with a liberal arts degree can be given specialist training in the technicalities of administration. Such training combined with internship opportunities can qualify young people for a career in administration. This school of thought argues that it is possible to provide vocational training in administration – subjects covered in such a training being determined by what an administrator actually does. Such courses include Administrative Law, Budgetary Theory and Practice, Personnel Administration, Purchasing and Handling of Supplies etc. The aim of this type of training is to produce generalist.

Q. Write short notes the following: 15 marks (5 marks each)

(a) Performance appraisal Concept

Performance appraisal is a method of evaluating the behaviour of employees in a work organization which normally includes quantitative and qualitative aspects of job performance. Performance here refers to the degree of accomplishment of the tasks that make-up an individual‟s job. Under performance appraisal, he evaluates not only the performance of a worker but also his potential for development.

Appraising the performance of individuals, groups and organizations is a common practice of all societies. According to G.A. Cole, employee performance appraisal is one out of only three (3) of the numerous personnel functions that evaluates the employee as individuals. In the Nigerian parlance it is known as confidential report which is done by the

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Manager/Supervisor without the knowledge of input by the employee being appraised and at another time as “an open per formance appraisal” system. While in some instances these appraisal processes are structured and formally sanctioned in-other instances, they are informal and integral part of the daily activities.

(b) Five reasons for appraising performance

1. To provide information about the performance ranks based on which decisions regarding fixing of salaries, confirmation, promotion, transfers and demotions are taken.
2. Provide feedback information about the level of achievement and behaviour of subordinates. This information helps to review the performance of the subordinates rectifying performance deficiencies and to set new standards of work if necessary
3. To prevent grievances and in disciplinary action.
4. Provides information for correct placement.
5. Provide information to diagnose deficiency in employees regarding skill knowledge, determine training and development needs and to prescribe the means for employee growth.

(c) Carrot and Stick approach.

Q. Define Conflict

Conflict is a condition that arises when two or more individuals or groups perceive their own interests as being challenged by others and when strong feelings can be aroused.

Conflicts can further be defined as any discontent or dissatisfaction that affects organizational performance. As such, it can be stated or unvoiced, written or oral, legitimate or ridiculous. The only major restriction in this definition is that the discontent must affect worker performance. Despite the best of management practices in acting and communicating conflicts, between employees and the organization will occur. A total absence of conflict would be unbelievable, boring and a strong indication that such conflicts are being suppressed.

Q. List four (4) ways which you would use to discover the existence of conflicts in an organization.

1. Direct Observation: Here a good supervisor knows the customary behaviour of subordinates and when significant changes in that behaviour occur, he or she is concerned with possible motives, observations which may

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show a decline. Also such statistics as grievance rates, accident rates, request for transfer, resignations and disciplinary cases may reveal that an unspoken conflicts exists.

2. Open Door Policy: This is where the executives allow all calibre of staff to interact with them freely. Most of times this does is not actually happen as the executives are "too busy" to give the junior staff such audience. But where it actually works, they are capable of detecting and removing grievances even before they mature.

3. Exit Interview: This is an interview granted by a departing employee. If the truth can be told, it is a good source of discovering the causes of dissatisfaction in organizations.

4. The Ombudsman: This is an additional ear for the Chief Executive. Although he is meant to receive and resolve grievance, the use it serves in this section for discovering of conflicts. Complaints taken to him which an employee is not able to take to his direct boss serves as a source of data for types and prevalence of conflicts in the organization.

Q. Explain two ways of discovering conflicts, five types of conflicts and two ways of managing conflicts.

There are five types of conflict.

1. Structural: It occurs because of cross functional departmental differences over goals, time horizons, rewards, authority, line and staff activities, status and resources. Conflict can occur between staff and line position over status and authority differences.

Intra Personal: This occurs within an individual. This type of conflict is divided into three:

Intra-role Conflict: Intra role Conflict refers to a situation where a person receives conflicting information from others concerning a particular role.

Inter role Conflict: The Inter role conflict occur when an individual experiences pressure over several roles in the job or life; e.g. a single mother that is also working.

2. Person role Conflict: The third type, the person-role conflict occurs when a person, may experience conflict over being pressured to follow standards other than his own.

3. Inter-Personal Conflict: This type of conflicts occurs between two or more individual. One of the causes of this type of conflict is when a person is

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difficult. Some people are hostile – and aggressive in nature. The second type is the "know it all" which is subdi vided into the "Bulldozers and "Balloons"

4. Inter-Group Conflict: This occurs as a result of disagreement over any number of substantive issues. Also basic differences in group structures can often be sources of pressure between groups.

5. Inter-Organization Conflict: This occurs between enterprise and External Stakeholders Large Scale Strikes e.g. The one between ASSU – Academic Staff Union of Universities and the Federal Government of Nigeria.

Conflict Resolution Management

There are five types of conflict management.

1. Competing: This is used when quick decision action is vital e.g. emergencies. On important issues where unpopular action need implementing. On issues vital to company welfare when an individual knows he or she is right. And against people who take advantage of non-competitive behaviour.

2. Collaborating: To find an integrative solution when both sets of concern are too important to be compromised when the objective is to learn, to merge insights from people with different perspectives. To gain commitment by incorporating concerns into consensus. To work through feelings that have interfered with a relationship.

3. Compromising: When the goals are important, but not worth the effort or potential description of more assertive modes when opponents with equal power are committed to mutually exclusive goals. To achieve temporary settlement to complex issues. To arrive at expedient solutions under time pressure. And as a backup when collaboration or competition is unsuccessful.

4. Avoiding: this is used when an issue is stalled, or there are more important issues at hand. When there is a perception of no chance of satisfying the aggrieved parties when potential description inter-weights the benefits of resolution. To let people cool down and regain perspective and when gathering information supersedes immediate desires and when others can resolve the conflict more effectively.

5. Accommodating: When you find you are wrong to allow a better position to be heard, learnt and to show your reasonableness. When issues are more important to others than yourself. To build social credits for later issues. To minimize loss when you are outmatched and losing when harmony and

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stability are especially important to allow employees to develop by learning from mistakes.

Q. Define turnover and tenure as a concept in personnel management.

Tenure

Tenure is defined as the job characteristic that spells out the conditions and length of time that an employee holds all else being equal. The scope of tenure is decided by a number of types of appointment that are available in a particular service.

Turnover

Turnover is defined as the movement into and out of an organization by the workforce. Turnover is the voluntary and involuntary permanent withdrawal from an organization. There is this relationship between tenure and turnover. Tenure has consistently be found to be negatively related to turnover and has been suggested as one of the single best predictors of turnover.

Q. Identify various types of tenure

Trainee/Pupil:"When a candidate for employment requires additiona l professional experience before he can be regarded as fully qualified for appointment to a specific post, he maybe appointed as a trainee or pupil for a normal service for two years in the post. In this respect the tenure of the employee is two years and the employee is bound by a condition for an additional professional qualification.

Probation: Except where transfers are involved, all new entrants to the service are on probation for the first two years within this period, their performances are under observation and appraisal reports are being submitted on them. If their performances are judged unsatisfactory there could be a discharge which is turnover at the end of the second year.

Contract Appointment: This is an appointment for a given and stated period of time. It does not attract pension. Except it is extended, contract appointments end on the period stated in the appointment.

Pensionable Appointments: These are full-term appointments which employees have, which enable them to have a career.

Q. Recognize the methods of controlling turnover

The problem of controlling turnover maybe divided into two parts: First determining the causes of the various types of separation Second, adjusting

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and developing the personnel programme in the light of the identified causes.

One of the methods for determining, the causes of turnover is the exit interview. This is the process of interviewing any employee to find out his reason for leaving, the organization. Exit interview is a means for smoothing out misunderstanding and preventing avoidable separations. For if the reason for departure is known, steps can be taken to prevent it. Also if the reason for departure is known even if it is too late to do something about the departing employee, that reason can be worked on so that it ceases to be a reason for the departure of other employees in future.

The second phase in the process of controlling turnover consists in making adjustment in employment conditions and policies which have been suggested by the analysis of the reasons of the turnover.

Such adjustments will vary as the numbers of reasons for departures from organizations vary. Employment dissatisfaction may stem from:

- Failure to fit the man to the jobs which implies unsatisfactory recruitment, selection and placement procedures.
- Undesirable employment condition.

Q. Define disciplinary action

Discipline refers to a condition or attitude, prevailing among the employees with respect to rules and regulations of an organization. Discipline in the broadest sense means orderliness, the opposite of confusion. It does mean a strict and technical observance of rigid rules and regulations. It simply means working, co-operating and behaving in a normal and orderly way, as responsible person would expect an employee to do.

Discipline can also be defined as a force that prompts individuals or groups to observe the rules, regulations and procedures which are deemed to be necessary for the effective functioning of the organization. It is the orderly conduct of affairs by members of an organization, who agree to do necessary regulations because they desire to co-operate harmoniously in forwarding the end which the group has in view and willingly recognize that.

Q. Define Grievance

A grievance is a sign of the employee's discontent with the job and nature. The employee has got certain aspirations or expectations which he thinks must be fulfilled by the organization, which he is working.

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Grievance can be defined as any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the notice of the management. Flippo indicates that grievance as a type of discontent which must always be expressed. A grievance is usually more formal in character than a complaint. It can be valid or ridiculous and must grow out of something connected with company operations or policy. It must involve an interpretation or application of the provisions of the labour contract.

Grievance can also be defined as any discontent or dissatisfaction whether exposed or not, whether valid or not, arising out of anything connected with the company which an employee thinks, believes or even feels to be unfair, unjust or inequitable.

Q. Distinguish between Discipline and Grievance

Discipline is positive if it helps in moulding out good behaviour and negative if such a disciplinary programmes forces and constraints the employees to obey orders and function in accordance with set rules and regulations through warning, penalties and other forms of punishment. On the other hand, Grievance can be defined as any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the notice of the management.

Q. List the approaches to discipline

The different approaches to discipline include:

1. Human Relation Approach
2. Human Resources Approach
3. Group Discipline Approach
4. Leadership Approach
5. Judicial Approach

Q. Highlight the pre-requisite of a grievance procedure

The efficiency of a grievance procedure depends upon the fulfillment of certain pre-requisites. They are as follows:

Conformity with prevailing legislation and while designing the grievance procedure due consideration must be given to the existing statutory provisions.

Clarity - There should be clarity regarding each and every aspect of the grievance procedure. An aggrieved employee must be informed about the purpose to whom a representation can be made. The form of submission (written or oral), the time limit for the redressal of grievance. Similarly, the

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redressing authority should be very clear about what is expected from him. What measures he can take, the limits within which he should resort to an action.

Simplicity - The grievance procedure should be simple. Every employee must understand different stages of the procedure, the forms to be filled, the very purpose of the procedure.

Promptness – The promptness with which a grievance is processed adds further to the success of the grievance. The procedure should aim at rapid disposal of the grievance.

Training - The success of the procedure also depends upon imparting training to the superiors and union representatives in handling grievance.

Follow - up - The successful working of a grievance procedure depends upon a proper follow-up by the personnel department. The department should periodically review the procedure and introduce the essential structural changes making it more effective.

Q. Discuss the nature and causes of grievance

A grievance is a problem submitted by an employee which likely to affect the terms and conditions of employment of one worker or several workers. If a problem is related to and endorsed by all or majority of employees or if a trade union submits a problem as a general claim, it falls outside the scope of grievance procedure and generally comes under the preview of collective bargaining. Thus an issue is under in scope or general in nature, it will be outside the grievance machinery.

A grievance has a narrower perspective, it is concerned with the interpretation of a contract or award as concerned to an individual or a few employees of different types. As such, policy issues do not fall within the scope of the grievance machinery.

Causes of grievance are related to interpretation of all personnel policies, issues are complaints affecting one or more individual worker in respect of their wage payments, overtime, leave, transfer, promotion, seniority, work assignments and discharge. Also the causes of grievance include the interpretation of areas like placement, allowances, utilization, medical benefits, housing facilities, and loan grants, condition of work, seniority and safety measures.

Q. State the types of punishment

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When a diligent employee is going to be punished, the type of punishment should be commensurate with the severity of the omission or misconduct. Different types of punishments resulting from various types of omissions or misconducts are as follows:

- Oral warnings - This is an oral reprimand given by a superordinate or superior officer to a subordinate.
- Written warnings - Whenever oral warnings fail to achieve the desired behaviour on the part of the employee, written warnings, which are the first formal state of progressive discipline maybe recorded to written warnings are also referred to as "pink steps" which indicate that certain rights would be withdrawn incase the employee continues his omission or misconduct.
- Loss of privileges and fines.
- Future suspension
- Withholding of increments
- Demotion
- Termination of appointment which occur in two ways

Q. Define ethics

Ethics has been defined as the code of moral principles and values that governs the behaviour of individuals or groups with respect to what is right or wrong. Ethics is inherent in man. Ethics can be said to be an expected and acceptable mode of behaviour. This is why it is the concern of personnel management. Ethics belongs to the evolutionary stage of the study, of personnel management that is behavioural in outlook.

Q. List attitudes which can be termed as good conduct.

The followings can be considered as ethical principle:

Ethical Relationship: Moral authority is based on individuals or cultural self-interests, customs or religions principles. An act is morally right if it serves one"s cultural self-interests, needs or standards.

Utilitarianism: A morally or ethically sound decision or policy is the one that is adjudged on the basis of cost – benefit analysis. The benefits exceed the cost of the majority of the people.

Rights: The principle of utilitarianism is based on the inalienable rights and entitlements of individuals or groups guaranteed to all in their pursuit of freedom of speech, choice happiness and self – respect. A manager who overlooks the rights of even one individual or group may jeopardize the implementation of a decision, policy or procedure.

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Universalism: Here moral authority is based on the extent to which the intention of an act treats all persons as ends in themselves and with respect. This rule enjoins managers to give individuals unique treatment if their cases so demand and that they may not be treated as mere statistics.

Justice: Moral authority is based on the extent to which opportunity, wealth and burden are fairly distributed among all. Here fairness and equity govern the decision.

Q. Define decision-making

Decision comes from the action word "deciding" which is freedom to choose from among alternatives without externally imposed coercion, freedom to conceive alternatives from which to choose. Decisions are made within boundaries set-up by many constraints most of which are, the prevailing and unalterable features of the social, political, economic and technological environment.

Q. List steps in decision-making process

According to Peter Drunker, there are five steps in decision – making:

1. Defining the problem
2. Analyzing the problem
3. Developing alternative solutions
4. Deciding upon the solution
5. Converting the decision into effective action

Q. Define management development

Management development is a systematic process of growth and development by which managers develop their abilities to manage. It is the result of not only participating in formal courses of instruction but also the actual job experience. It is concerned with the improving the performance of the managers by giving them opportunities for growth and development. It is also any planned effort to improve current or future management performance. The role of the company in management development is to establish the programme and the developmental opportunities for its present and potential mangers.

Q. List and explain various methods used in management development.

Management Development Methods

There are mainly two types of techniques by which managers can acquire the knowledge, skills and attitudes and make themselves competent

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managers. One is through formal training and the other is through on – the – job experiences.

1. Formal Training/on–the Job Training

On the job training is of utmost importance as the real learning takes place only when the learner uses what he has learnt. But it should also be remembered that classroom training or pedagogical techniques have also got their own importance in gaining new knowledge, and learning techniques and broader concepts.

Some of the techniques on – the – job techniques are:

Coaching – Here the trainee is placed under a particular supervisor who acts as an instructor and teaches job knowledge and skills to the trainee. He tells them what he wants him to do, how it can be done and follows up while it is being done and corrects errors.

Job – Rotation - This is the transferring of executives from job – to – job and from department–to–department in a systematic manner. The idea behind this technique is to give the manager the required diversified skills and a broader outlook, which are very important at the senior management levels. It is up to the management to provide a variety of job experiences for those judged to have the potential for higher ranks before they are promoted.

Under Study - An "Understudy" is a person who is in training t o assume at a future time, the full responsibility of the position currently held by his superior. This method supplies the organization a person with as much of competence as the superior to fill his post which may fall vacant because of promotion, retirement or transfer.

Multiple Management - Multiple management is a system in which permanent advisory committees of managers study problems of the company and make recommendations to higher management. It is also called Junior Board of Executives System. These Committees discuss the actual problems and different alternative solutions after which discussions are taken.

2. Off-The-Job Techniques

Due to the fact that on – the – job techniques have their own limitations off-the – job techniques are considered important to fill those gaps. Some of the off – the – job techniques are:

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Case Study: Here, cases are prepared on the basis of actual business situations that happened in various organizations. The trainees are given cases for discussing and deciding upon the case. Then they are asked to identify the apparent and hidden problems for which they have to suggest solutions.

Incident Method: This method was developed by Paul Pigors. It aims at developing the trainee in the areas of intellectual ability, practical judgment and social awareness. Incidents are prepared on the basis of actual situations which happened in different organizations. Each employee in the training group is asked to study the incident and to make decisions.

Role Playing: A problem situation is simulated by asking the participants to assume the role of a particular person in the situation. The participant interacts with other participants assuming different roles. Mental set of the role is described but no dialogue is provided. Role playing gives the participants vicarious experiences which are of much use to understand people better. This method teaches human relations skills through actual practice the examples of role playing situation are a grievance discussions, employment interview, a sales presentation.

In Basket Method: Here the trainees are first given background information about a simulated company, its product, key personnel, various memoranda, requests and all data pertaining to the firm. Abilities that this kind of exercise develops are:

(1) Situational judgement in being able to recall details, establishing priorities etc

(2) Social sensitivity in establishing courtesy in written noted, scheduling meetings with personnel involved and explaining reasons for actions taken.

(3) Willingness to make decisions and take action.

Business Game - Here trainees are divided into groups. Each has to discuss and aim at decisions concerning such subjects as production, pricing, research expenditure etc. assuming itself to be the management of a simulated firm. The other teams assume themselves as competitors and react to the decision. This immediate feedback helps to know the relative performance of each team. This promotes greater interaction among participants and gives them the experience in co-operative group processes. All this developed organizational ability, quickness of thinking, leadership and the ability to cope under stress.

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Sensitivity Training - The main objectivity in this type of training is the development of awareness of and sensitivity to behavioural pattern of oneself and others. This development result in increased openness with others, greater concern for others, increased tolerance for individual differences and less ethnic prejudices.

Simulation - Under this technique the situation is duplicated in such a way that it carries a closer situation. The trainee experiences a feeling that he is actually encountering all those conditions. He is asked to assume a particular role in the circumstances and solve the problems by making a decision. He is immediately given a feedback of his performance.

Management Grid - It is a six-phase programme lasting from three – five years. It starts with upgrading management skills to group relations, goes into corporate planning, develops implementation methods and ends with an evaluation phase. The end represents several possible leadership styles. Each style represents a different combination of two basic orientations – concern for people and concern for production.

Conferences - It is a meeting of several people to discuss the subject of common interest, better contribution from members that can be expected as each one builds upon ideas of other participants. This method is best suited when a problem has to be analyzed and examined from different viewpoints. It helps the members develop their ability to modify their attitudes. Participants enjoy this method of learning as they get an opportunity to express their views.

Lectures - It is the simplest of all techniques. This is the best technique to present and explain series of facts, concepts and principles. The lecturer organizes the material and gives it to a group of trainees in the form of a talk.

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