**HumanResourceManagement**:Humanresourcemanagementistheprocess ofmanagingthehuman resources ofanorganizationintunewiththevisionofthetopmanagement.

**PersonnelManagement**:Definespersonnelmanagementastheplanning,organizing,andcontrollingoftheprocurement,development,compensation,integrationandmaintenanceofpeopleforthepurposeofcontributingtotheorganizationalgoals.

# PersonalmanagementversusHumanresourcemanagement:

1. Personnelmanagementfunctionisoftenviewedasafunctionofthespecializedstaff.

Humanresourcemanagementfunctionistheresponsibilityofallthelinemanagersintheorganization.

1. Personnelmanagementgoalisemployeeorientation

Humanresourcemanagementgoalisorganizationorientation

1. PersonnelmanagementmanagerialfunctionHumanresourcemanagementoperativefunction
2. PersonnelmanagementcooperativelevelmanagerconcernHumanresourcemanagementtoplevelmanagerconcern.

# PersonnelManagementandIndustrialRelations:

Thewordpersonnelmanagementispopularwithdifferentnames,suchasstaffmanagement,labourmanagement,manpowermanagement,industrialrelationsandmoderntimesashumanresourcesmanagement.Industrialrelationsrefertotherelationbetweentheemployeesandmanagement.

# FeaturesinPersonnelManagement:

1. Personnelmanagementisconcerned withmanagingpeopleatalllevelintheorganization
2. Itisconcernedwithemployeesbothasindividualsandasagroup
3. Itisamethodofhelpingtheemployeestoidentifyanddeveloptheirpotential.
4. It isa method ofchannelisingthis potential forthe attainmentoforganizationalgoals.

Itisrequiredinveryorganization,intheformoftheservicesofthepersonnelmanager.

# Characteristicsofpersonnelmanagement:

Maximumindividualdevelopment:Thisprinciplestressesonthedevelopmentofeverypersonworkinginanorganization. Workersareabletofulfilltheobjectivesofanorganizationwiththeminimumcost.Hence,theemployeesintheorganizationshouldbeproperlydeveloped.Bythis,employeeswillbeabletodevelopthemselvestothemaximumextentoftheircapabilities.Theirability,productivityandefficiencycanbeusedforachievingtheobjectivesoftheorganization.

Scientificselection:Fortheproperco-ordinationbetweenworkandworkers,itisnecessarytoselecttherightpersonfortherightjob.Workersshouldbeselectedafteracarefulweighingoftherequirementsofthejobsontheotherhand,andassessmentandevaluationoftheabilitiesandattitudesofmanontheother.

Highmorale:Itisnecessarytohavehighmoraleamongtheworkersinanorganization.Forthispurpose,idealwagepolicyshouldbeofferedintheorganization.Workersshouldbemotivatedbymonetaryandnon-monetaryincentives.

Dignityoflabour:Humanresourcemanagementspeciallyact,sothattheworkersfeelproudoftheirworkorlabour.Sometimes,like‘workisworship’notionshouldbedevelopedinworkers.Thisprinciplerequirestreatingeveryjobandeveryjobholderwithdignityandrespect.

Teamspirit: Teamspiritmustbedevelopedintheworkers.Theyshouldworkcollectivelyandtheyshouldfeelcollectiveresponsibilityfortheattainmentoftheobjectivesoftheorganization.Forthispurpose,workersmusthavethesenseofcooperation,unityandmutualtrust.

Effectivecommunication:Theremustbeeffectivechannelofcommunicationbetweenthemanagementandtheworkers.Theordersofhigherauthoritiesshouldreachtheworkers,whileworker’srequestandgrievancesshouldreachthehigherauthoritiesinaproperway.Ifcommunicationsystemisnoteffective,thentherewillarisecomplexproblemlikemistrust,hatredandill-will,andthisinturnaffectstheproductionoftheorganization.

Fairremuneration:Labourshouldbegivenfairandpropercompensationfortheworkthey rendered.They shouldalsobegivenfairincentivesorrewardstorecognizegoodperformance.Thisdevelopsindustrialpeace.

Effectiveutilizationofhumanresources:Theskillsandabilitiesofhumanresourcesshouldbeeffectivelyutilized.Propertrainingfacilitiesshouldbeprovidedtoworkers.Humanresourcemanagementisanarttogettheworkdonebythepeople,togetthedesiredresult.Forthisemployeesshouldbegivenhumanlytreatmentintheorganization.

Participation:Thisprincipleemphasizestheideaoflabourparticipationinthemanagementoftheenterprise.Workersparticipationinmanagementaimsatincreasingproductivityoflabourbyimprovingco-operation betweenemployerandemployees.

Contributiontonationalprosperity:Thisprinciplestressestoprovideahigherpurpose ofwork toallemployees andtocontributetonational prosperity.Forthispurpose,humanresourcemanagementshoulddevelopthesenseofparticipationinlabourtomakethemrealizethattheireffortsalonecancontributetotheprosperityoftheorganizationandofthecountry

# FunctionsofPersonnelManagement:

**ManagerialFunction OperativeFunctions**

Planning Procurementofpersonnel

Organizing Developmentofpersonnel

Staffing Compensationofpersonnel

Motivating Employeesbenefitsschemes

Controlling MaintaininggoodindustrialrelationsRecordkeeping

PersonnelplanningandevaluationPersonnelresearchandaudit

# ManagerialFunction:

**Planning**:Itisconcernedwithmanpowerplanning

1. Toforecastfuturevacancies
2. Toanticipateretirementspromotionsandtransfer
3. Preparingjobanalysis,jobdescriptionandjobspecifications
4. Analyzingresourcesofpotentialemployees

**Organizing**:Itisconcernedwithorganizingmanpower

1. Toanalysisorganizationstructure
2. Recommendingorganizationalchanges
3. Toanalyzeapplicationsanddeterminesuitabilityofcandidates
4. Interviewingconductingtest
5. Investigatingreferences
6. Arrangingmedicalexamination

**Staffing**: Staffing comprises these are functions induction,transfer/promotion,Manpowerdevelopmentandtraining.

Induction:Toensurenewrecruitsareprovidedwithappropriatetraining,

1. Orientingnewemployeesintotheirjobs
2. Reviewingtheirperformances
3. Ascertainingtrainingrequirements

Transfer/Promotion:Toutilizeemployeesenhancedcapabilities

1. Continuouslyanalyzingjobdescription
2. Evaluatingemployeequalification/performance
3. Determiningfurthertrainingrequirement

Manpowerdevelopment:Toprovideindividualemployeesdevelopment

1. Developingperformancestandards
2. Appraisingperformance
3. PlanningindividualdevelopmentprogramTraining:Itincludesthefollowings
4. Conductingtrainingprogram
5. Evaluatingtrainingresults

**Motivating**: Motivating comprises these are the functions paymentrecreation,communication,healthandsafety.

Payment: Tosetpayscalesfordifferentjobpositionsandconsideringpayscalesinotherorganization

1. Analyzingjobsasperjobdescription
2. Evaluatingsuchjobs
3. Developscales

Recreation:Toprovidefacilitiesforenjoyment

1. Conductingsocialactivities
2. Sportsandgames
3. Recreationalactivities

Communication: Toprovideneededexchangeofinformationthroughouttheorganization.

1. Developingchannelsandmediaofinformationsystem
2. Introducingsuggestionscheme
3. Conductingopinionsurveys

Healthandsafety:Preventdiseasesandprovidesecuritymeasures

1. Providingmedicalfacilities
2. Providingsafetymeasures

**Controlling**: Controllingcomprisesthesearethefunctionsperformancesappraisal,security,employees’attitudeandcoordination.

Performanceappraisal: Toappraiseperformanceaspertheirdutiesandresponsibilities

1. Developingperformanceevaluatingsystem
2. Conductingperformanceevaluatinginterviews
3. Analyzingevaluationresults

Security:Toprovideprecautionarymeasuretopreventtheft,fireetc.

1. Todevelopandimplementsecuritymeasures
2. Toprovidewatchman
3. Toorganizefirefightingtraining

Employeeattitudeandcoordination: Toimproveemployeesattitudeandcoordinationofwork.

1. Analyzingpersonalproblemsarrangeconsulting
2. Implementimprovedpractices

# OperativeFunctions:

Procurement ofpersonnel: It deal withdetermination ofman powerrequirement,theirrecruitment,selection,placementandorientationDevelopmentofpersonnel:Afterpersonnelhavebeenobtained,theymusttosomedegreebedevelopedbeforegoingtowork. Developmenthastodowiththeincreaseofskill,throughtrainingthatisnecessaryforproperjobperformance.

Compensationofpersonnel:Compensationmeans,determinationofadequateandequitableremunerationofpersonnelfortheircontributiontoorganizationobjectives.

Recordkeeping:Inthissystempersonnelmanagercolletsandmaintaininformationwhichisconcernedwiththestaffoftheorganization

Personnelplanningandevaluation:Underthissystemdifferenttypesofactivitiesareevaluatedsuchasevaluationofperformancespersonnelpolicyofanorganizationanditspractices,personnelaudit,moralsurveyandperformanceappraisaletc.

Personnelresearchandaudit:Thisfunctionisconcernedwiththeresearchinmotivationaltechniquesandauditing.

**JobAnalysis**:Jobanalysiscanbedefinedastheprocessofidentifyingthetaskscomprisingaparticularjobtoassesswhethertheycouldbeorganizedinaproductivemanner.Thiswillidentifythemainfeaturesofthejob,themajortasksundertaken,theresultstobeachieved,andhowonejobisrelatedtotheotherjobsintheorganizationalhierarchy.Theproductofjobanalysisisjobdescription.

**JobDescription**: Jobdescriptionisanaccurateandconcisedescriptionof

1. theoverallpurposesofthejob(b)theprincipaldutiesofthepersondoingthisjob.Thejobdescriptionemphasizesthejobrequirements.Clearjobdescriptionconstitutesthebasisforadvertisingthevacancypositionsandfordrawingupjobspecifications.Onceindividualsareselectedtotheposts,jobdescriptionallowsthemtoknowexactlywhattheirrolesareandwhatisexpectedofthem.

# JobSpecification

Jobspecificationidentifiestherequirementsonthepartofthepersontoperformthegivenjob.Itprovidestheintervieweranunderstandingofthejobandhelpshimtoassessthequalitiesnecessaryforitsperformancetoanacceptablestandard,atthetimeofinterview.Thishelpshimtocomparetheperformanceofcandidatesobjectivelyandtoeliminateunsuitablecandidates.**Manpower Planning**:Itisthescientificprocessofevolvingtherightquantityofrightmentoberequiredinfutureatrighttimeontherightjob.

Definition:Manpowerplanningmaybedefinedasarationalmethodofassessingtherequirementsofhumanresourcesatdifferentlevelsintheorganization.Itendswithproposalsforrecruitment,retention,orevendismissal,wherenecessary.

# ObjectivesofManpowerPlanning:

* 1. Makingcorrectestimateofmanpowerrequirement
  2. Managingthemanpoweraccordingtotheneedofenterprises
  3. Helpsinrecruitmentandselection
  4. Maintainingproductionlevel
  5. Makingemployeesdevelopmentprogrammeeffecting
  6. Establishingindustrialpeace
  7. Reductioninlabourcosts
  8. Minimizationoflabourcosts.

**Recruitment**:Applicationsareinvitedatthisstageforfurtherscrutinyandshortlisting.Beforeadvertising for theposition,itcommontocheckupofthepositioncouldbefilledininternally.

**Selection**:Theprocessofidentifyingthemostsuitablepersonsfortheorganizationiscalledselection.Selectionisalsocalledanegativefunctionbecauseatastagetheapplicationsarescreenedandshort-listedbasedontheselectioncriteria.Themainpurposeofselectionistochoosetherightpersonfortherightjob.Thejobanalysis,jobdescription,andjobspecificationsarecarriedoutbeforethepositionisadvertised.Theseprovideadequateinsightaboutnatureof thejob,itsdescription,anditsspecifications,

andfurtherfocuson whattypeofpersonistobe selectedfora given position.Thesesimplifytheprocessofselection.

Selectionprocessinvolvesthefollowingstages:

1. Initialscreening/Shortlisting
2. Comprehensiveapplication/biodatascreening
3. Aptitudeorwrittenrests
4. Groupdiscussion
5. Personalinterviews
6. Groupdiscussion
7. Personalinterviews
8. Medicalexamination
9. Employmentofferletter

# Traininganddevelopment

**Training**:Trainingisshort-termprocessofutilizingsystematicandorganizedprocedure by whichthe staffacquiresspecific technicalknowledge andfunctionalskillsforadefinitepurpose.Thefocusoftrainingisthejobortask.**TrainingNeeds**:

* Highturnoveramongthenewrecruits
* Increaseinwastageofmaterials
* Increaseinthenumberofrejectedunitsofproduction
* Increaseinthenumberofcustomercomplaints
* Increaseintheaccidentrate
* Reducedproductivitylevels
* Increaseinmachinebreakdowns

**MethodsofTraining**:Therearetwomethodsoftraining

* 1. On-thejobtraining
  2. Off-thejobtraining

1. **On-thejobtraining**:Itisdesignedtomaketheemployeesimmediatelyproductive.Itislearningbyphysicallydoingthework.Thefocushereistoprovidespecificskillsinarealsituation.Thesemethodsinclude:
   1. Jobinstructiontraining:Thisisamethodusedforsuchjobswhichcanbeperformedwithrelativelylowskill.Here,thetraineessystematicallyacquireskillsbyfollowingroutineinstructionsinkeyprocessesfromaqualifiedinstructor.
   2. Experientiallearning:Thisisamodernapproachtothelearningprocess.Thismethodismore.usedfortrainingtheseniorexecutives.Itisatechnique,whichempowersthemanager-traineewiththefreedomofchoicetoactuponandthecapacitytoinitiate,ratherthansimplyrespond,tocircumstances.
   3. Demonstration:Here,theworkproceduresaredemonstratedtothetrainees.Eachofthetraineesisaskedtocarryoutthework,onasamplebasis,basedonhis/herobservationandunderstandingofthedemonstration.
   4. Apprenticetraining:Thosewhoareselectedtoworkintheshopflooraretrainedasapprenticesinthefactoryforabriefperiodrangingfromthreemonthstooneyear,dependinguponthecomplexityofthetraining.Thosewhoshow goodprogressinthis training arelikelytobeabsorbedinthesameorganization.Thosewhocompleteapprenticetrainingarelikelytogetgoodjobsoutsidealso.
2. **Off-the-jobtrainingmethods**: provide arelativelybroad idea relating to agivenjobortask. Thesearemeantfordeveloping anunderstanding ofgeneralprinciples,providingbackgroundknowledge,orgeneratinganawarenessofcomparativeideasandpractice.Thesemethodsinclude:
   1. Lectures/talksandclassroominstructions: These techniques aredesignedtocommunicatespecificinterpersonal,technical,orproblem-solvingskills.Here,thetrainercanmaintainatightcontroloverlearning.However,thismethodrestrictsthetrainee'sfreedomtodevelophis/herownapproachestolearning.
   2. Conferences:Conferencesrefertoget-togetheroftheexpertsfromdifferentareasofagiventopic.Theseexpertspresenttheirviewsbasedontheirworkexperienceandresearchresults.Whenemployeesparticipateinsucheventstheygetafeeloftherealworld.Theymayalsogetmotivatedtoperformbetter.
   3. Seminars:Seminarsareheld periodicallybytheprofessionalorganisationsforthebenefitofallthepracticingmanagersbytakingintoconsiderationtherecentadvancesinaspecializedarea.Participationinsuchseminarsenablestheexecutivestogetexposedtotherecentdevelopmentsintheareaoftheirinterest.
   4. Teamdiscussions:Thistechniquedevelopsteamspiritamongtheexecutivesfromdifferentdepartments.Italsoenablesthemtounderstandandappreciateeachother'sproblems.Itreinforcesafeelingofunityamongthosewhoworktowardscommongoals.
   5. Casestudy:Thisisapredominanttechniquefollowedeveninpremiermanagementinstitutes.Thistechniquehelpstoprovideanunderstandingof

whathasgonewronginaparticularcase,suchasDelhiClothMills(DCM).Similarly,whatarethefactorsresponsibleforthesuccessoforganizationssuchasRelianceorHindustanLever.Casestudytechniqueisaverygoodmethodoflearningtheprinciplesandconcepts.However,thismethodhasoneweakness.Thecircumstancesyouarelikelytofaceinyourlifemaybeverydifferentfromthecasesyouhaveanalyzedearlier!Casestudieshelptoenhancetheanalytical&decisionmakingskills.

* 1. Role-playing:The participants are assignedroles and areaskedto reacttooneanother,astheywoulddointheirmanagerialjobs.Theserolesareeventuallyexchanged.Inotherwords,eachparticipantwillgetaturntoplayalltheroles.Forinstance,therole-playinginagrievance-handlingsituationinvolvestwoplayers:Inthefirststep,the workerpresentshisgrievance tothepersonnelmanager.Inthesecondstep,theworkerplaystheroleofthepersonnelmanagerwhile thepersonnelmanagerplays the roleoftheworker.Role-playingallowsparticipantstounderstandproblemsofeachother.Itenhancestheinterpersonal-handlingskills.
  2. Programmedinstruction:Itisasystemofinstructionwithinwhichpre-establishedsubjectmatterisbrokenintosmall,discretestepsandcarefullyorganizedintologicalsequenceinwhich,itcanbelearnedbythetrainee.Eachstepisbuiltuponthepreviousone.Theprogrammedinstructiontechniquescanbeintheformofprogrammedtestsandmanuals,orvideodisplays.Forinstance,withdrawalofmoneythroughautomatictellermachines(ATMs)involvesrespondingtoprogrammedinstructions;workingonapersonalcomputerorinternetinvolvesrespondingtoaseriesofprogrammedinstructions.
  3. Simulationexercises:Theseincludeinteractiveexercisesinwhichtraineespracticetheirskillsonworking models orin mocksituationsbased onreal-lifesituations.
  4. Groupdecision-making:Groupdecision-makingreferstotheprocessofmakingdecisionsbasedontheopinionsexpressedbyalltheconcerned—maybe subordinates,peers, or outsideconsultants. The managerthus

ensuresthatmorepeopleareinvolvedintakingdecisions.Eachmemberofthegroupwillaccepttheresponsibilityforthedecisions madeasheis a partytoit.Thismethodfacilitatestogeneratemorealternativesolutionstoagivenproblembecausemorepeopleareinvolvedinthethinkingexercise.Thisfacilitatescoordinationamongthegroupsalso.

**Development**:Developmentisanactivityaimedatcareergrowthratherthanimmediateperformance.Employeedevelopmentistheprocess,whichhelpshimorhertounderstandandinterpretknowledgeratherthanteachingaspecificsetoffunctionalskills.Development,therefore,focusesmoreonemployee'spersonalgrowthinthenearfuture.

**Placement:**Aftertraining,theemployeeisplacedinhis/herpositionunderthechargeofamanager.Thenewrecruitisallowedtoexercisefullauthorityandisheldresponsiblefortheresults.

* + 1. Promotion:Promotionreferstotheadvancementofanemployeetoajobwithahigherauthorityandresponsibility.Itmayalsocarryabettercompensationpackage.Promotioncanalsobeviewedasameansoffillingupvacanciesintheorganizationoccurringfromtimetotime.
    2. Demotion:Whereanemployeeisnotinapositiontoperformagivenjob,hemaybedemotedortransferredtoapositionwithalowerauthorityandsalary.Inotherwords,demotionisapunishment.
    3. Transfer:Itisalateralshiftthatmovesanindividualemployeefromonepositiontoanother.Itmaybeinthesamedepartment,ortoadifferentdepartmentorlocation.Thisdoesnotinvolveanychangesintheduties,responsibilities,orskillsneeded.Thesalarybenefitsalsomayremainthesame.
    4. Separation:Separationreferstoterminationofemployment. In otherwords,theemployeeisseparatedfromhisjob.Incaseofmisconductormisbehavior,wheretheemployeeisnotinapositiontoimprovehisperformancedespitenotice,his/heremploymentisterminated.Thisisalsocalleddismissal.
    5. Absenteeism:Absenteeism referstothepracticeofanemployeewho doesnotreporttoworkforanyparticularreason.Absenteeismaffectstheproductivityadversely. Itbecomesdifficultforthedepartmentstocopeupwiththeworkpressures,ifanyparticularemployeeisabsent.Asameasureofcontrol,theemployeesarenotallowedtobeabsentwithoutpriorpermissionfromthemanagement.

**WagesandSalaryAdministration**:Wagesandsalaryadministrationistheprocessoffixingwages/salaryfordifferentjobsintheorganizationthroughjobevaluation,negotiationswiththeunions,andsoon.

**GrievanceHandling**:Acomplaintfromemployees,whenignored,takestheformofagrievance.Grievanceisacomplaintgenuineorotherwise,aboutanyissuerelating tothejobsuchasaboutsupervisor,wages,workingconditionsandsoon.Itisnecessarytocreateanin-buildmechanismtoredressthegrievances,attheearliest,atthedepartmentallevel.Iftheindividualgrievancesareignored,theymaytaketheformofindustrialdisputes.

**PerformanceAppraisal**:Performanceappraisalistheprocessofmeasuringandevaluatingtheperformanceoraccomplishments,includingbehaviour,ofanemployeeonthejobfrontforagivenperiod.Thepurposeistoassesstheworth and value ofa person to the organization.It isalso meantforassessinghis/herpotentialforfuturedevelopmentinanobjectivemanner.

Whyappraisetheperformance:

* + - 1. Toassesstheemployee'spresentlevelofperformance
      2. Toidentifythestrengthsorweaknessesofindividualemployee
      3. Toprovidefeedbacktotheemployeesothathecanimprovehis/herperformance
      4. Toprovideanobjectivebasisforrewardingtheemployeesfortheirperformance
      5. Tomotivatethoseemployeeswhoperform
      6. Tocheckandpunishthoseemployeeswhofailtoperform
      7. Toidentifythegapsinperformance,andthus,assesstraininganddevelopmentneeds
      8. Toidentifytheemployee'spotentialtoperform
      9. Toprovideadatabaseforevolvingsuccessionstrategies
      10. Toprovideabasisformanyotherdecisionssuchasfixationofincentivesorincrement,regularizationorconfirmationoftheservicesoftheemployee,promotion,transferordemotion.

StepsinperformanceAppraisal**:**

1. Createsetupperformancestandards
2. Mutuallysetidentifiableandmeasurable
3. Measurepresentlevelofperformance
4. Compareandappraisepresentlevelofperformancewithstandard
5. Discusstheappraisalwithemployee
6. Identifyandinitiatethecorrectiveaction

**JobEvaluation**:Anattempttodetermineandcomparethedemandswhichthenormalperformanceofparticularjobmakesonnormalworkerswithouttakingaccountoftheindividualabilitiesorperformanceofworkersconcerned.Itratesthejobnottherank.

# Objectives:

1. Toestablishcorrectwagecorrectwagedifferentialsforalljobswithinthefactory
2. Tobring newjobs into their proper relativelywithjobs previouslyestablished
3. Tohelpclarifylinesofauthority,responsibilityandpromotion
4. Toaccomplishtheforegoingbymeansofthefactsandprinciples,whichcanbereadilyexplainedtoandacceptedbyallconcerned
5. Toestablishageneralwagelevelforagivenfactorywhichwillhaveparitywiththoseofneighboringfactories

# Advantages:

1. Itissimple,inexpensiveandexpeditions
2. Itiseasilyunderstoodandeasilyadministered
3. Ithelpssettingbetterratesthanthearbitraryratesbasedpurelyanjudgmentandexperience
4. Sameunionspreferit,becauseitleasesmoreroomforbargaining.

# Disadvantages:

1. Jobmayberankedonthebasisofincompleteinformactionandwithoutthebenefitsofwelldefinedstandards
2. Therankpositionofdifferentjobsislikelytobeinfluencedbytheprevailingwageranks
3. Noonecommitteenumberislikelytobefamiliarwithallthejobs

**MethodofJobEvaluation**:Itisbroadlybeclassifiedas

1. QualitativeMethod
2. QuantitativeMethod
3. **QualitativeMethod**:Itcanbroadlybeclassifiedasrankingorclassifyingthejobfromlowesttohighest.
   1. Rankingtechnique:Inthis method,thejobs intheorganization arearrangedineitherintheascendingordescendingorderandnumberedserially.Thebasisofsucharrangementcouldbethejobdescriptionintermsofduties,responsibilities,qualificationsneeded,relativedifficultyinvolvedindonthejob,orvaluetothecompany.

Pointsconsidered:

* + 1. Amountofworkinvolved
    2. Supervisionneeded
    3. Extentofresponsibilityrequired
    4. Difficultiesinvolvedinthework
    5. Workconditionsrequired
  1. ClassificationMethod: Thisisalsocalledjob-gradingmethod. Here,thenumberofgradesandthesalaryparticularsforeachgradeareworkedoutfirst.Thegradesareclearlydescribedintermsofknowledge,skillandsoon.Majorstepsforjobevaluation:
     1. Decidingthenumberofgrades
     2. Writinggradedescriptions
     3. Identifying/listingofthejobstobeevaluated
     4. Preparingjobdescriptions

1. **QuantitativeMethod**:Wherepointvaluesareassignedtothevariousdemandsofajobandrelativevalueisobtainedbysummingallsuchpointvalues.
   1. Factorcomparisonmethod:Everyjobrequirescertaincapabilitiesonthepartofthepersonwhodoesthejob.Thesecapabilitiesareconsideredascriticalfactors,whichcanbegroupedasfollows:

* Meaneffort
* Skill
* Physical
* Responsibility
* Workingconditions

Stepinvolvedinthefactorcomparisonmethod:

* Identifythekeyjobs
* Rankthekeyjob,factorbyfactor
* Apportionthesalaryamongeachfactorandrankthekeyjobs
* Comparefactorrankingofeachjobwithitsmonetaryranking
* Developamonetarycomparisonscale
* Evaluatenon-keyjobsbasedonthemonetarycomparisonscale
  1. Point-ratingmethod:Therearefour widely acceptedfactors used in thepoint-ratingmethod,skill,effort,responsibilityandjobconditionseachofthesefactorsisdividedintosub-factors.

Skills - 1.Educationandtraining

* + - 1. Experience
      2. Judgmentandinitiative

Efforts - 1.Physical

2.MentalResponsibilitytowards - 1.Materialsorproduct

1. Equipmentorprocess
2. Safetyofothers
3. Workofothers

**MeritRating**:Meritratingistheprocessofevaluatingtherelativemeritofthepersononagivenjob.Itisanessentialtaskofthepersonnelmanagertodistinguishthemeritoriousemployeesfromtheother.Thedatacollectedfromthistaskisusedforstrategicdecisionssuchasreleasinganincrementinpay,promotion,transfer,andtransferonpromotiontoacriticalassignmentorevendischarge.

# ObjectivesofMeritRating:

* Todeterminesalaryincrements
* Todecidewhohastobetransferred,promoted,ordemoted
* Todiscovertheworkersneedsforretainingandadvancedtraining
* Tounfoldtheexceptionalskillsamongtheemployeesbasedontheirinnatepotentials
* Toguideandmonitortheperformanceofthosewhoarelaggingbehind.

# MethodofMeritRating:

Rankingmethod:Inthismethod,allthestaffofaparticularcadreoradepartmentarearrangedeitherintheascendingorthedescendingorderinorderofmeritorvaluetothefirm.Thoughthisisasimplemethod,itcannotbefollowedwheretheemployeesinthedepartmentaremanyinnumber.

Paired comparisonmethod:Here,everyemployee is compared with allothers inaparticularcadreinthedepartment.Bycomparingeachpairofemployees,theratercandecidewhichoftheemployeesismorevaluabletotheorganization.

Ratingscale:Here,thefactorsdealingwiththequantityandqualityofworkarelistedandrated.Anumeric value maybeassignedtoeachfactor andthefactorscouldbeweighedintheorderoftheirrelativeimportance.Allthevariablesaremeasuredagainstathreeorfivepointscale.

Forceddistributionmethod:Here,employeesaregivenasetofalternativesandtheyhavetochooseone,whichreflectstheirunderstandingofthetruenatureofthejob.Theirthinkingisconditionedbythegivensetofanswers.

Narrativeoressaymethod:Here,thecandidateisrequiredtonarrateinanessayformathis/herstrengths,weaknesses,andpotentialtoperform.Here,thecandidateisnotrestrictedbyanygivensetofalternatives.Thecandidateisfreetodecidewhattofurnishorwhatnottofurnish.

Managementbyobjectives(MPO):Theshort-termobjectivesmutuallyagreeduponbythemanagementandtheemployeesareusedasperformancestandards.Thismethodconsiderstheactualperformanceasthebasisforevaluation.Itisasystematicmethodofgoalsetting.Inaddition,itprovidesforreviewingperformancebasedonresultsratherthanpersonalitytraitsorcharacteristics.However,this is notpracticalatall levels and forallkinds ofworkintheorganizations.