

# CBAT, KUSHITIA

## Human Resource Management (HRM)

### Lecture

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#### 1<sup>st</sup> Chapter

##### 01. Define Human Resource Management.

Ans: According to Ricky W. Griffin, "Human Resource management is the set of organizational activities directed at attracting, developing and maintaining an effective work force."

According to Mathis and Jackson, "Human Resource Management is the use of Human Resource in an organization through the management of people related activities."

##### 02. What are the natures of Human Resource Management?

Ans:

**01. Collecting human resource:** Human resource manager should plan for appropriate human resource policy in the organization and try to collect it./ **02. Selecting:** Human resources can not help achieve the goal of Human Resource Management without selecting./ **03. Guidance and placement:** Proper guidance and placement can encourage human resources to perform their assignments./ **04. Training and development:** Training and development means changing what employees know, how they work, their attitudes toward their work, or their interaction with their co-workers or supervisors./ **05. Remuneration or wages:** Workers come to work in the organization to get remuneration. / **06. Employee services:** As a human resource manager, he must ensure employee services. / **07. Full utilization of human resource:** Human resources properly utilized and managed by HRM which can streamline the growth of organization./ **08. Maintaining discipline:** Human resource managers should take proper disciplinary actions indiscriminately when indiscipline arises./ **09. Giving advice:** Human Resource Management give advice to the employee or workers for improving quality of the organization.

03. Write down the principles of Human Resource Management.

Ans: **01. Principle of scientific selection:** Principles of scientific selection is to select the right person in the right time for the right job./ **02. Principle of employee development:** Principle of employee development is to offer full and equal opportunities to every employee to realize employees' full potential./ **03. Principle of labor management cooperation:** Principle of labor management cooperation is to promote cordial industrial relations./ **04. Principle of free flow of communication:** Principle of free flow of communication is to keep all channels of communication open and encourage upward, downward, horizontal, formal and informal communication./ **05. Principle of fair remuneration:** Principle of fair remuneration is to pay fair and equitable wages and salaries commensurate with jobs./ **06. Principles of incentive:** Principle of incentive is to recognize reward good performance./ **07. Principles of dignity of labor:** Principle of dignity

of labors is to treat every job and every job holder with dignity and respect./ **08. Principle of participation:** Principle of participation to associate employee representatives at every level of decision making./ **09. Principle of contribution:** Principle of contribution is to natural prosperity to provide a higher purpose of work to all employees and to contribute to national prosperity./ **10. Principle of team spirit:** Principle of team spirit is to promote cooperation and team spirit among employees.

04. What are the general functions of Human Resource Management?

Ans: **01. Formulation of Human resource Policies:** Human resource manager should plan for appropriate human resource policy in the organization and try to formulate it./ **02. Procurement and selection of efficient employees:** Another most important function is to procure efficient employees from the different sources. / **03. Guidance and placement:** Proper guidance and placement can encourage human resources to perform their assignments./ **04. Training and development:** Training and development means changing what employees know, how they work, their attitudes toward their work, or their interaction with their co-workers or supervisors./ **05. Maintenance of working environment:** Maintaining a healthy work environment is not only a proper thing to do but it also benefits the employer, like increased productivity, increased positive attitude towards their organization etc./ **06. Job analysis:** Job analysis is a technical procedure used to define the duties, responsibilities and accountabilities of a job.

05. What are the challenges or problems of Human resource Management of Bangladesh?

Ans: **A. External challenges:** **01. Workforce diversity:** This diversity of national origins there is an even wider diversity of culture, religions, language and dialects, educational attainment, skill, values, ages, races, genders, and other differentiating variables./ **02. Technological challenges:** Technological challenges is the capabilities of artificial intelligence give people and machines greater problem-solving powers, jobs and skills they require will change dramatically, affecting the employment, training, development, compensation, and employee relation activities of the HRM./ **03. Economic challenges:** Economic challenges become more intense because of robots, artificial intelligence, or foreign competition, HR professionals will need to find more innovative ways to help line managers increase productivity through people./ **04. Government challenges:** Government involvement in the employment relationship is meant to achieve societal objectives - usually the elimination of practices that are considered contrary to public policy.

**B. Internal challenges :** **01. Unions:** In companies with unions, the employer and the union sign a labor agreement that specifies compensation (wages and benefits), hours, and working conditions./ **02. Information systems:** Managers and departments require large amounts of detailed information./ **03. Organizational culture and conflicts:** Organizational culture is the product of all the organization's features: its people, its successes, and its failures.

**C. Professional challenges:** Professionalism is another challenge to HR management. HRM skills are too important to organizations and society to be ignored. External and internal challenges require practitioners who are at least minimally qualified.

## 2nd Chapter

06. Discuss the external factors/external environment of organizational performance.

Ans: **01. Human and cultural factor:** Among the many Human and cultural factors that affect organizational performance are technical and managerial skills and abilities./ **02. Technology:** Another external factor is the technology in the society. / **03. Natural resources;** The cost and availability of natural resources is another important external factor affecting what the organization does and how well it performs./ **04. Economic factors:** Economic factors of important include markets (the number of people wanting a certain product), the purchasing power that people have, the level of employment and unemployment, and the competition that exists for markets and resources./ **05. Regulatory measures:** Regulatory measure includes laws, court decisions, and administrative regulations - also influence how organizations function and have particularly strong implications for human resource management./ **06. Markets:** Markets for whatever the organization is producing or want to produce will affect the firm's profitability and long-term survival.

07. Discuss the internal environmental factors of organizational performance.

Ans: **01. Motivate behavior and team work:** Motivate behavior represents the extent to which individuals will put their abilities to use on the job, and teamwork refers to people's willingness and ability to work together to achieve organizational goals./ **02. Financial resources:** Financial resources obviously are important to organizational success. / **03. Technological and physical resources:** This includes not only equipment, such as the microcomputer or the robot, but also techniques for using the equipment, and the theoretical and applied knowledge behind it./ **04. Structure:** Structure refers to all the arrangements in an organization through which the activities and behavior of its employees are directed toward desired goals./ **05. Management philosophy:** A key feature of the environment in any organization in management, the set of ideas and beliefs held by the executives about how people should be managed./ **06. Leadership style:** Leadership is the process of influencing the behavior of others in the direction of a goal or set of goals or, more broadly, toward a vision of the future./ **07. Organizational culture:** Another factor in the internal environment that is crucial to organizational culture, a broad concept that includes management philosophy./ **08. Organizational climate:** Organizational climate can be defined as the measurable, collective perceptions of organization members about those aspects of their working life that affect their motivation and behaviors - in particular, the culture of the organization, the prevailing leadership style, the degree of structure, and the personnel policies and practices./ **09. Human resource management:** Human resource management involves not only individual performance, but the performance of people in twos, such as the interconnection of a supervisor and subordinate, or an employee and a customer; in groups, such as work groups, task forces, and project teams; and between groups or units, such as the interconnection between manufacturing and marketing personnel.

08. Describe the outcomes that can be used to measure organizational performance.

Ans: **01. Effectiveness:** Effectiveness, Perhaps the most important outcome, can be defined as the extent to which organizational goals are achieved./ **02. Efficiency;** Efficiency involves weighing a desired outcome against the resources used to achieve that outcome. / **03. Development;** Development is the extent to which individual employees, groups or workers, and the total organization are developing in their capacity to meet future opportunities and challenges./ **04. Participant satisfaction:** Participant satisfaction refers to employees' positive emotional responses to their work and jobs.

09. Define organizational climate and explain the role of human resource management in measuring it.

Ans: **Organizational climate:** Organizational climate can be defined as the measurable, collective perceptions of organization members about those aspects of their working life that affect their motivation and behaviors - in particular, the culture of the organization, the prevailing leadership style, the degree of structure, and the personnel policies and practices.

**Human resource management in measuring organizational climate:** **01. Structure:** the feeling that employees have about the constraints on the group, how many rules, regulations, procedures there are; is there an emphasis on "red tape" and going through channels, or is there a loose and informal atmosphere? / **02. Responsibility:** the feeling of being your own boss; not having to double-check all your decisions; when you have a job to do, knowing that it is your job./ **03. Reward:** the feeling of being rewarded for a job well done; emphasizing positive rewards rather than punishments; the perceived fairness of the pay and promotion policies./ **04. Risk;** the sense of riskiness and challenges in the job and in the organization; is there an emphasis on taking calculated risks, or is playing it safe the best way to operate?/ **05. Warmth;** the feeling of general good fellowship that prevails in the work group atmosphere the prevalence of friendly and informal social groups./ **06. Support:** the perceived helpfulness of the managers and other employees in the group; emphasis on mutual support from above and below./ **07. Standards:** the perceived importance of implicit and explicit goals and performance standard; the emphasis on doing a good job; the challenge represented in personal and group goals./ **08. Conflict:** the feeling that managers and other workers want to hear different opinions; the emphasis placed on getting problems out in the open rather than smoothing them over or ignoring them./ **09. Identity:** the feeling that you belong to a company and you are a valuable member of a working team; the importance placed on this kind of spirit.

10. What is management philosophy? Describe its components.

Ans: **Management philosophy;** A key feature of the environment in any organization in management, the set of ideas and beliefs held by the executives about how people should be managed.

**Components of management philosophy:** **01. Values:** Underlying management philosophy are the values held by executives and other managers and supervisors./ **02. Ethics:** Ethics is an extremely important aspect of management philosophy./ **03. Benefits and assumptions about people:** Douglas McGregor dramatized the impact of management philosophy by analyzing the assumptions manager make about people in organizations.

11. Define organizational culture and its components.

Ans: **Organizational culture:** Organizational culture consists of those values, beliefs, assumption, myths, norms, goals, and visions that are widely shared in the organization.

**Components of organizational culture;** **01. Values:** Underlying management philosophy are the values held by executives and other managers and supervisors. A value is something that is prized or esteemed./ **02. Beliefs:** A belief is a conviction that something true./ **03. Assumptions;** An assumption is something that is taken for granted and is similar to a belief, although it is less likely to be stated with such certainty./ **04-Myths:** A myth is a legendary or traditional story that may be true, half true, or fictional and recurring./ **05. Norms:** A norms is an unwritten rule or standard about how people should behave./ **06. Goals:** A goals is a stated purpose or desire result toward which people aspire./ **07. Visions:** A vision is a broad image or view of what organization members what the organization to be like in the future.

### 3<sup>rd</sup> Chapter

12. Define Human Resource Planning.

Ans: According to Tripathi, "Human Resource planning may be defined as a strategy for the procurement, development, allocation, and utilization of an enterprise's human resources".

13. Write down the steps or stages of Human Resource Planning.

Ans: **01. Goals of the organization:** For making plan, every organization should set its goals. These goals will lead the organization as well as its people to perform their activities properly./ **02. Business mission:** In the second step, business mission of the organization should be established./ **03. Strategic decision:** The organizational mission can be achieved through some strategic decision; these strategic decisions may help the organization to attain performance levels of the organization./ **04. Functional structure of the organization:** Every organization should have a functional structure showing the positions of executives and employees./ **05. Implementing authority:** It means chimer resource planning division or human resource division; this division discharges the responsibility of implementing the stages of human resource planning in Bangladesh./ **06. Goal achievement:** It is the sixth stage of human resource planning in Bangladesh. It depends on the degree of implementation; if human resource planning is implemented properly to a great extent;/ **07. Feedback or evaluation;** In the last or seventh stage of human resource planning in Bangladesh, goal achievement should be properly monitored on evaluated.

14. What are the purposes of Human Resource Planning?

Ans: 01. Optimizing use of human resource;/ 02. Determining demand for human resource;/ 03. Forecasting efficiency of human resource;/ 04. Determining number of human resource;/ 05. Determining need and level of training;/ 06. Determining level of recruitment and selection;/ 07. Adopting control measures;/ 08. Forecasting labor cost;/ 09. Achieving organizational goal.

15. Describe the factors of Human Resource Planning process,

Ans: **A. Needs Forecasting:** **01. Analyzing of external conditions:** (i) Economic, social, political factors; (ii) Government and legislation; (iii) Popular and workforce; (iv) Market and competition; (v) Technologies./ **02. Future Human Resource recruitments:** (i) Organization and job design; (ii) Plans and budgets; (iii) Management policies and philosophy; (iv) Technical and system./ **03. Future Human Resource availability:** (i) Current inventory of talent; (ii) Forecasted attrition; (iii) Forecasted movement

and development; (iv) Effect of past Human resource programs./ **04. Forecast of Human resource needs:** (i) Immediate and longer term; (ii) External hiring needs; (iii) Reducing and relocations; (iv) Improved utilization; (v) Development. / **B. Program Planning; 01. Performance management:** (i) Organization; (ii) Performance appraisal; (iii) Reward structure./ **02. Career management:** (i) Policy and system; (ii) Management succession; (iii) Career opportunities; (iv) Individual career planning.

#### 4th Chapter

16. Define job analysis.

Ans: According to Edwin B. Flippo, "Job analysis is the process of studying and collecting information relating to the operation and responsibilities of a specific job,"

According to Gary Dessler, "Job analysis is the procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it."

17. Discuss the features of job analysis.

Ans: **01. Work activities:** Collection of information about the job's actual work activities, such as clearing, selling, teaching, or painting./ **02. Human behaviors:** The specialist may also collect information about human behavior like sensing, communicating, deciding, and writing. / **03. Machine, tools, and equipments:** The category includes information regarding tools used, materials processed, knowledge dealt with or applied and services rendered./ **04. Performance standards:** The employer may also want information about the job's performance standards./ **05. Job context:** Job context includes here is information about such matters as physical working conditions, work schedule, and the organizational and social context for instance, the number of people with whom the employee would normally interact./ **06. Human requirement:** This includes information regarding the job's human requirements, such as job related knowledge or skill and required personal attributed.

18. What are the purposes or objective of job analysis?

Ans: **01. Job description:** Job descriptions describe the duties, responsibilities, working conditions and activities of a particular job./ **02. Job specification:** Job specification details the knowledge, skills, and abilities relevant to a job, including the education, experience, specialized training, personal traits and manual dexterity required./ **03. Job evaluation:** The information gathered during a job analysis can be used as input for the organization's job evaluation system./ **04. Determining training needs;** Job analysis can be used in training "needs assessment" to identify or develop: (i) Training content; (ii) Assessment tests to measure effectiveness of training; (iii) Equipment to be used in delivering the training;/ **05. Compensation:** Job analysis can be used in compensation to identify or determine: (i) Skill levels; (ii) Compassable job factors; (iii) Work environment/ **06. Selection procedure:** Job analysis can be used in selection procedures to identify or develop: (i) Job duties that should included in advertisements of vacant position; (ii) Appropriate salary level for the position to help determine what salary should be offered to a candidate;/ **07. Transfer and promotion of employees:** Every employee has to give the opportunity transfer and promotion./ **08. To ensure sound work environment:** The job analysis is also useful for ensuring sound work environment that have to be done are, in fact sound work to particular position,/ **09. Perfect distribution of post:** There are many post as there are workers in there organization. Every worker has give to the perfect post of proper performance./ **10. Performance evaluation:** A performance evaluation compares each employee's actual performance with his or her performance standard.

19. Explain how managers and human resource department depend on job analysis information?

Ans: **01. Job description: (i) Date:** The date tells subsequent users how old the description is The older it is the less likely it is to reflect the current job./ **(ii) Author:** The writer of the description is identified so that questions or errors can be brought to the author's attention./ **(iii) Job location:** Job location references may include division, plant, or other organization breakdowns,/ **(iv) Job grade:** Job descriptions may include a blank space for adding the job grade or level,/ **(v) Supervisor:** The supervisor's title may be listed to help identify the job and its relative importance,/ **(vi) Status:** Analysts may identify the job as exempt or nonexempt from overtime laws./ **02. Job specification:** Job specification details the knowledge, skills, and abilities relevant to a job, including the education, experience, specialized training, personal traits and

manual dexterity required./ **03. Job performance standards:** Job performance standards are third function of job analysis. These standards serve two functions. (i) They become targets for employee effort./ ii. Standards are criteria against which job success is measured.

20. Write down the steps of job analysis.

Ans: **01. Determining the purpose:** The first decision human resource managers typically make is the purpose for conducting a job analysis./ **02. Identify the jobs:** The second task managers typically undertake is deciding which jobs to be analyzed. If a formal job analysis has never been performed, then this task is easy to analyze all of the jobs./ **03. Explain the process:** The purpose of conducting a job analysis should not be kept from the employees and managers. / **04. Determining data collection method and collect job analysis information:** The fourth step consists of actually collecting the job analysis information. Managers must decide which method or combination of methods will be used and how to collect the information./ **05. Process the information:** Once the job analysis information has been collected, it is important to place it into a form that will be useful to managers and human resource departments./ **06. Review and update frequently:** The final step is actually an ongoing phenomenon. Given that organizations are dynamic, job seldom go unchanged for very long.

**21. Write down the method of job analysis.**

Ans: **01. Review:** under this method, employee clarified jobs are reviewed. The purpose is to ensure that classification is done properly./ **02. Expert panels:** Experts on different jobs are dependable source of information related to jobs./ **03. Task inventories:** The analyst may select some important and representative tasks for analysis. This can save money, times and effort./ **04. Checklist:** under this method of job analysis some characteristics or criteria are selected and a checklist is prepared./ **05. Open-ended question:** In this method, some questions are set and respondent employees are asked to respond. Multi-dimensional responses come in this method and these tabulation and analyses become difficult on the part of analyst./ **06. Incumbent work logs:** This is the last method of job analysis. / **07. Individual interview methods:** The individual interview method assembles a team of job incumbents for extensive individual interviews. / **08. Group interview:** The group interview method is similar to the individual interview method except that job incumbents are interviewed simultaneously./ **09. Observation method:** A Job analysis technique in which data is gathered by watching employees work directly or review of workers on the job./ **10. Technical conference method:** A job analysis technique that involves extensive input from the employee's supervisor.

22. What is job description?

Ans: According to DeCenzo and Rabbins, "A job description is written statement of what the job holder does, how it is done, under what conditions it is done and conditions of employment.

According to Edwin B.Flippo, "A job description is an organized, factual statement of the duties and responsibilities of specific job".

23. What are the contains/features of job description?

Ans: 01. Title of job;/ 02. Alternative title;/ 03. Name of department;/ 04. Name of the branch;/ 05. brief description of work;/ 06. Limitations of job responsibilities;/ 07. Training activities;/ 08. Relationship between jobs;/ 09. supervisory facilities;/ 10. Working conditions;/ 11. Concept about the jobs;/ 12. Physical and mental abilities;/ 13. Remuneration.

**24. What are the writing/ steps of job description?**

Ans: **01. Job identification:** The job identification section contains several types of information./ **02. Job summary:** The job summary describes the general nature of the job, listing only its major functions or activities./ **03. Relationships:** The relationships statement shows the jobholder's relationship with others inside and outside the organization./ **04. Responsibilities and duties:** The section presents a detailed list of the job's actual responsibilities and duties./ **05. Authority:** This section defines the limits of the jobholder's authority, including his or her decision-making authority, direct supervision of other personnel and

budgetary limitations./ **06. Standard of performance:** The standards of the employee, which is expected to achieve in each of the job description's main duties and responsibilities./ **07. Working conditions and physical environment:** The job description will also list the general working conditions involved in the job./ **08. Accountability:** The accountability section of a job description briefly describes the major result achieve with the satisfactory performance.

## 5<sup>th</sup> Chapter

25. Define Recruitment.

Ans: According to DeCenzo and Robbins, "Recruitment is the process discovering potential for actual or anticipated vacancies.

According to Edwin B. Flippo, "Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization."

26. What are the sources of Recruitment?

Ans: **A. Internal sources:** Employees can be recruited firstly from the internal sources. Management is usually interested to recruit knows the experienced employees from within the organization : 01. Promotion, 02. Transfer, 03. Temporary assignment, 04. Additional assignment/ **B. External sources;** There are some external sources of human resource recruitment. These sources are classified into several sub points. These sub points can again be divided into sub-sub point. : **01. Advertisements/ 02. Employee agencies/ 03. Educational institution/ 04. Professional organizations/ 05. Casual applicants/ 06. Special consultants.**

27. What are the advantages and disadvantages of internal sources?

Ans: **Advantages of internal sources:** 01. Good public relations;/ 02. Less costly;/ 03. They already know the organization;/ 04. Employee loyalty;/ 05. Sense of security;/ 06. Benefits of time and costs;/ 07. Employment stability;/ 08. Reduce training expenses;/ 09. Increase efficiency.

**Disadvantages of internal sources:** 01. Lack of skill employees;/ 02. Limited scope for external people;/ 03. Narrow outlook;/ 04. Pressure of trade union;/ 05. Nepotism;/ 06. Obstacle merit.

28. What are the merits and demerits of external sources?

Ans: **Benefits/merits of external Recruitment:** 01. Potentials employees;/ 02. Employment opportunity;/ 03. Train of outlook;/ 04. Recruitment of qualified persons;/ 05. Combination knowledge and experience;/ 06. Increasing efficiency.

**Demerits of external Recruitment :** 01. Pressure from different corners;/ 02. Time consuming and costly;/ 03. Increasing Training cost;/ 04. Procedural hazards;/ 05. Problem in selection of suitable employees;/ 06. Problem of adjustment of new employees.

29. Describe the process of recruitment.

Ans: **(i) Human resource planning;** HRP focuses the whole process. It spells how recruitment process will be administered. What sources will be exploited is also an important aspect of a good HRP./ **(ii) Job analysis;** It is a systematic exploration of the activities within a job. It is a technical process used to define the duties, responsibilities and accountabilities of a job./ **(iii) Nature of job:** For recruitment purpose the employer should know a,bput the nature of job. Not only the recruitments of a specific job, should it also be Re,pt in,mind for making the process a success./ **(iv) Filling the jobs:** The employer should have intention to fill the vacancies. / **(v) Recruitment:** In the fifth aspect of the recruitment process of HRM search the sources of ./ **(vi) Pool of qualified applicants:** There are many applicants in the labor market./ **(vii) Selection:** It is the last stage of the process.

30. Define Selection.

Ans: According to Dyle Voder, "Selection is the process by which candidates for employment are divided into two classes those who will be offered employment and those who will not."

### **31. Distinguish between Recruitment and Selection.**

**Ans: Recruitment:** 1. It is the process of finding and attracting qualified applicants for the job./ 2. It is the initial process./ 3. It begins when new recruits are sought and ends when their applicants are received./ 4. Generally, lower level managers' deals with recruitment process./ 5. This process invites the applicants by saying "come".

**Selection :** 1. It is the process of short-listing candidates, assembling and their final hiring decisions./ 2. It is the final process./ 3. It begins after the applicants are received and ends when hiring decision is made./ 4. Mid and top level managers' deals with selection process./ 5. This process tells 'bye' to most of the applicants.

### **32. What is interview?**

**Ans:** An interview is a procedure design to obtain information from a person through oral response to oral inquiries.—\*Garry Dessler

### **33. Mention some guidelines for effective interview.**

**Ans: (1) Obtain detailed information:** When such information is unavailable, you may tend to rely more on factors less relevant to the jobs, allowing bias to enter into the assessment./ **02. Structure the interview:** Reliability is increased when the interview is designed around a constant structure./ **03. Review the candidates;** This step helps you to create a more complete picture of the applicant in terms of what is represented on the resume/application, and what the job requires./ **04. Put the applicant at ease:** Assume that the applicant will be nervous./ **05. Ask you questions:** The questions you are asking should be behaviorally based./ **06. Conclude the interview:** Let the applicant know that all of your questioning is finished.

### **34. Explain the process of selection.**

**Ans:(i) Initial screening interview;** The first step in the selection process where by inquiries about a job are screened. / **(ii) Completion of the application form;** The application form gives a job performance related synopsis of what applicant has been doing during their adult life, their skills and their accomplishments./ **(ii) Employment tests;** Intelligence, aptitude, ability and interest tests are needed to provide major input to the selection process./ **(iv) Complete a post-interview evaluation form:** Along with a structured format should go a standardized evaluation form. You should complete this item by item form shortly after the interviewee has departed - while the information and your notes are still fresh in your mind.

### **35. What is test valuation? Describe the steps to validate a test**

**Ans: (A) Empirical approaches:** (i) Predictive validity/ (ii) Concurrent validity.

**(B) Rational approaches:** When the number of subjects is too low to have a reasonable sample of people of test, rational approaches are used. **(i) Content validity/ 02. Construct validity.**

### **36. Explain the techniques/types of interview**

**Ans: 01. Unstructured interviews:** An. unstructured interview allows employment specialists to develop questions as the interview proceeds./ **02. Structured interviews;** Structured, or directive, interviews relay on a predetermined set of question./ **03. Mixed interviews:** Interviewers typically use a blend of structured and unstructured questions./ **04. Behavioral interviewing:** Behavioral interviewing focuses on a problem or a hypothetical situation that the applicant is asked to solve./ **05. Stress interviews:** Stress interviews attempt to learn how the applicant will respond to job pressures- Originally developed during World War II to see how selected recruits might react under stress behind enemy lines, these interviews have useful applications in civilian employment.

### **37. What are the problems in an interview?**

**Ans:** 01. Personal bias of an interviewer;/ 02. Interviewer's personal preferences;/ 03. Discrimination against minorities, woman, older worker and person's with disabilities;/ 04. Weakness in the candidate's background may overlooked;/ 05. The proper phrasing and timing of question is often a difficult problem to solve.

**38. Explain the factors influencing the effectiveness of an interview. "OR" What are the techniques to avoid interview mistakes/errors?**

**Ans:** 01. Knowledge of sub-matter of interview;/ 02. Ability to understand;/ 03. Tactful;/ 04. Complete thinking;/ 05. Cautions;/ 06. Patience;/ 07. Showing interest;/ 08. Use of correct language and word.

## 6<sup>th</sup> Chapter

**39. What is Orientation?**

**Ans:** "Employee orientation is a procedure For presiding new employees with basic background information about the firm." ~+Garry Desster

"Orientation involves the introduction of new employees to the enterprise its function task and people." —

\*Koonnt A Weihrich

**40. Describe the steps of orientation.**

**Ans: 01. Reception:** At first organization receive the new employees with cordiality./ **02. Acceptance stage:** Acceptance is the second stage of orientation. / **03. Executive's personal interest:** Executive's personal interest means executives show personal interest to know about the new employees./ **04. Introducing with colleagues:** Organization introduce the new employees with their colleagues to whom they will work./ **05. Introducing with supervisors:** This is the important stage of orientation./ **06. Introduce with service & regulation:** In this stage employees are introduced with rules & regulations of the service./ **07. Understanding the facilities;** In this stage employees organization provides idea about the benefits & facilities to new employees./ **08. Introducing duties & responsibilities:** The main task of orientation is make the employees understand about their duties clearly so that they can perform these duties properly./ **09. Follow-up:** On the analysis of steps, if any mistake is occurred those steps are to be corrects. This process is known as follow-up.

41. What are the objectives of orientation?

**Ans:** 01. To introduce with the goal & objectives of the organization./ 02. To enhance interest of employees towards the organization./ 03. To create positive attitude towards the organization./ 04. To build morals of employees./ 05. To raise the potentiality of the employees./ 06. To help the new employees to adjust themselves with the organization./ 07. To encourage the employees to maintain the rules & principles of the organization.

**42. What are the benefits/advantages of orientation program?**

**Ans: 01. Good feeling:** At first the new employees feel well & good by introducing with old employees. / **02. Building confidence;** Orientation helps to build confidence of the new employees which creates positive attitude towards the organization./ **03. Instruction:** Employees are given instruction about the nature, objectives, goal of the organization. As that they can performs better./ **04. Idea about the product & service:** The new employees are given about the organization's product & service. / **05. Reduce turnover:** It reduce the employee turnover, which is beneficial to the organization./ **06. Inspire employees:** It helps the employees to the initiative./ **07. Close to the organization:** By orientation the new employees become close to organization./ **08. Motivate the employees;** It motivates the employees to work better./ **09. Interest to give effort:** Employees feel interest to give effort./ **10. Create interpersonal relationship:** It helps to create interpersonal relationship among the new employees & old employees.

**43. What are the factors of a successful orientation program?**

**Ans: 1. Extensive supervision:** Extensive supervision is important when the new employees start their activities. / **2. Constant presence of advisor:** New employees may commit mistake in different stages while they are working & can face various types & they can ask any question to advisor to solve their

problem. / **3. Strict follow-up:** Follow-up means to abstruse the new employees activities carefully. / **4. Supervision during trial period:** In trial period the new employees are trained how to perform their activities.

44. What is promotion?

Ans: "Promotion is defined as a movement to a position in which responsibility & prestige is increased."  
More clearly Promotion is the moment to the higher position where more responsibility & more power exist with more opportunities.

45. Explain the types of promotion.

Ans: **01. Vertical Promotion:** To grant Promotion for the employee in the same department is called vertical promotion. It is an easy process of Promotion. As the low level employees know that if they work well in the present level they will get promotion. So they work with more inspiration.

**02. Horizontal Promotion;** In which process employees are transferred from one sector to another with more responsibility in same position. If in one sector there is no chance to get promotion. But the employees have much knowledge & experience ma get promotion in another sector it is also called horizontal promotion.

**46. Write down the objectives of promotion.**

Ans: **01. To motivate employees:** For making employees encourage & interested towards the job, company provides the Promotion opportunity./ **02. To ensure rapid performance:** They don't think it as company's job rather thinks it as their own jobs. That is why it becomes easy to gain the success of the company./ **03. To increase efficiency:** Promotion increase efficiency skill & ability of the company as well as employees./ **04. To make a balance:** Promotion helps the company keep balance between employees work & their feedback./ **05. To develop potentiality:** Promotion encourage the employees to show their creativity & clever in job./ **06. To increase loyalty:** This process makes employees loyal towards their company. / **07. To make the people responsible:** Promotion makes the employees more responsible. / **08. To increase consciousness:** Promotion increases the consciousness among the employees.

**47. Explain the basis of promotion.**

Ans: **A) Promoting on the basis of seniority:** According this rules concentrates on job time. i.e. how many/much time an employee involve with the organization, that employee get more priority, who spend more time with this organization./ **B) Promotion on the basis of merits:** By this process employees are evaluated by their job experience, educational qualification, duty & responsibility record of performance, breaking discipline etc. most experience & skillful & competent employee is selected for the promotion according to this process./ **C) Promotion on the basis of merits & seniority:** By this process seniors as well as young & talent employees get chance of Promotion.

48. Write down the advantages d disadvantages of seniority basis of promotion.

Ans:

**Advantage of seniority basis of promotion:** 01. A fixed promotion policy may be started by following seniority. A matured person is selected and he can realize present and future well./ 02. By adopting this process frustration never come into the employees./ 03. This process ascertains promotion and increase the stability of employees./ 04. This process reduces satisfaction and labor turn over among the employees./ 05. Employees accept this process easily as the process is very simple and there is no problem to understand its activities./ 06. There is relation between duration and performance of the job,/ 07. Employees become more loyal to the organization for seniority as the basis of promotion.

**Disadvantages of seniority basis of promotion:** 01. This promotion process does not honor capability./ 02. Capable and ambitions employees think the organization as a training centre and they always hunt for better chance./ 03. This process is unable to satisfy young, energetic and skilled employees./ 04. It creates a bad reaction among meritorious employees./ 05. By this position senior but incompetent persons sometimes are selected or elected for this higher position./ 06. This process does not evaluate new idea and innovativeness.

#### 49. What are the advantages and disadvantages of promotion on the basis of merit?

**Ans: Advantages of promotion on the basis of merit :** 01. It evaluates the creativity./ 02. It creates a competitive environment among employees and they try to show their capability./ 03. Innovative and creative employees get chance to perform according to their ideas./ 04. This process is able to remove the traditionalism and conservatism./ 05. By this process, meritorious, competent, energetic employees are rewarded./ 06. Hard works are encouraged by this process./ 07. Young but energetic employees are motivated and encouraged by this process.

**Disadvantages of promotion on the basis of merit :** 01. By this process partiality, nepotism etc are increased in the organization./ 02. Senior employees become frustrated for this process./ 03. It is very difficult to find out meritorious and competent employees and also there is no standard to evaluate it./ 04. This process does not deal with experience, obedience and reliability./ 05. Employees are discouraged and they get no reason to stay in the same organization for a long time./ 06. This process increases the autocratic among the superior. They take decision by their own self without evaluating the employees.

50. Explain the advantages and disadvantages of seniority and merit basis.

**Ans: Advantages of seniority and merit basis:** 01. According to this process both merits and seniority are considered so that competent and appropriate employees get promotion./ 02. It increases eagerness among the employees./ 03. As this is a combine process of merits and seniority it reduces dissatisfaction among employees.

**Disadvantages of seniority and merit basis:** 01. When seniority is same, there grows a tendency of discrimination with talent and competency./ 02. It is very complex process. So employees don't understand it easily./ 03. It is difficult to evaluate an employee with very short period. So in most of the time proper coordination may not be possible to do.

51. What is demotion?

**Ans:** Demotion is considered as a punishment when an employee is transferred from present post to lower post is called demotion.

52. Explain the demotion policy?

**Ans:** 01. When demotion is granted as punishment, person will get chance for self defense./ 02. Employees are well involved about the causes of demotion./ 03. This law is applicable for all./ 04. Rules of the organization should be logical and applicable./ 05. If any employees do something against the organization, authority should enquire the incident and take decision by discussion.

#### 53. What are the reasons of demotion?

**Ans: 01. Misbehavior:** Subordinate should abide by this superior in the organization. But sometimes it is seen that, subordinates are not willing to listen them. / **02. Negligence is duty:** If an employee doesn't complete his assign work shows a path to do it, superior may blame him./ **03. Irregular promotion:** It may be happened that an incompetent person gets promotion by unsolicited./ **04. Physical barrier;** An employee can not do every thing./ **05. Unfitness:** Sometimes employees may be demoted because of fitness. If the employees have not enough fitness then the employees may get demotion./ **06. Problems of adjustment:** If an employee can not adjust with his working environment, he can not do good job and can not provide his best effort./ **07. Punishment:** If an employee committee get any crime or corruption which has bad impact on the organization.

54. What is separation? What are the reasons of separation/ Explain several forms of separation.

**Ans: Separation :** separation is a decision that the individual and the organization should part. It may be initiated by the employer or employee and it may be motivated by disciplinary, economic, business or personal reason.

**Several forms of separation: 01. Temporary leave of absence;** Employees sometime to leave their job temporary./ **02. Attrition:** Attrition is the normal separation of people from an organization as a result of

resignation, retirement or death./ **03. Layoff:** Layoff entire the separation of employees from the organization for economic or business reasons./ **04. Termination;** Employees may be separate by the termination of the employment relation. Termination is a board term that occur permanent separation from the organization for any reasons.

## 7<sup>th</sup> Chapter

55. What is training?

Ans: Training is a learning process whereby people earn skills, concepts, attitudes and knowledge to aid in the achievement of goals. —+ Mathis and Jackson.

56. Distinguish between training and development

Ans:

**Training :** Training is present day oriented./ Training programs are arranged for employees./ It is a lower level learning program./ Training is imbibed for enhancing much more skills and knowledge to the employees./ Skill level is changed through training.

**Development :** Development is future day oriented./ Development programs are arranged for executives./ It is a higher-level program./ Development is imbibed for enhancing specific skills and knowledge to the executives./ Behavior level is changed through development.

**57. Discuss the learning principle of training.**

**Ans: 01. Participation:** Learning usually is quicker and longer-lasting when the learner participates activity./ **02. Repetition:** Although seldom fun, repetition apparently etches a pattern into one's memory./ **03. Relevance:** Learning is helped when the material to be learned is meaningful. / **04. Transference;** The more closely the demands of the training program match the demands of the job. / **05. Feedback:** Feedback gives learners information on their progress.

58. Discuss the objective of training and development.

Ans: Increase in efficiency/ Knowledge about new methods/ Knowledge on company policy/ Attitude changing/ Career planning and development/ Loyalty/ Reduction of labor turnover/ Productivity/ Quality/ Development of self confidence.

**59. Write down the benefits or advantages of training and development program.**

**Ans: 01. Increase productivity:** Productivity can be increased through training and thus organization is benefited./ **02. Job satisfaction;** Training gives job satisfaction to the employees by reducing the elements of job dissatisfaction./ **03. Reducing accidents:** Through the acquisition of skills, trained employees can reduce the number of accident to a minimum./ **04. Minimum wastage and loss:** Training provides the people for reducing the amount of loss and wastage to a minimum./ **05. increased skill:** Training increases the skills of trainees and reduces the skilled deficiencies./ **06. Utilization of goods:** Training ensures proper and maximum utilization of both physical and human resources by applying sense of responsibility and commitment gained through training./ **07. Contiguous performance:** Through training employees gets required knowledge and motivation for continuous performance in the organization. / **08. New methods:** Through training employees are prepared mentally to introduce new methods of work and also expect the new tactics and thus resistance to change may be overcome./ **09. Environment:** Training helps create favorable work environment and avoid or protect unfavorable environment for work./ **10. Development of labor management relations:** Labor management relations can also be developed through training. All levels of employees and managers may be made cordial in this regard and thus training can make such an environment to reduce misunderstanding among the employees.

**60. Explain the importance of training and development of industrial employees in Bangladesh.**

**Ans: 01. Development of illiterate mass:** For the development of production, skill of large number of illiterate mass of Bangladesh, training and development can play very important role./ **02. Migration to foreign countries:** Before immigration of skilled employees, only training and development programs should extensively be undertaken so that they can compete with other employees./ **03. Domestic employment:** For creating significant employment opportunities in Bangladesh, people must earn skilled

and efficiency, which are possible through need-based organization program./ **04. Proper use of resources:** Main problems of Bangladesh is not only the lack of resources rather failure to use the resources properly./ **05. Skill and efficiency development:** Skills and efficiency are two preconditions for development./ **06. Utilization of modern technology:** Modern technology in crease the competitive ability of the organization and high quality goods and services./ **07. Preparation for new change:** Modern business and industrial world is ever changing./ **08. Knowledge of latest methods of production and services:** Expert trainers can inject latest methods of work and problem solving qualities among the employees./ **09. Ensuring cooperation:** Development demands cooperation of all sections of people. / **10. Overall development of the country:** To ensure overall development of all sectors of the economy training can play a significant role.

## 8<sup>th</sup> Chapter

### 1. What is performance appraisal?

**Ans: Performance appraisal:** Performance appraisal means evaluating and employee's current and/or past performance relative to his or her performance standards. — »• Gary

Performance appraisal is the process by which organization evaluate individual job performance- — \* Keith Davis and William B. Werther.

### 2. Write down the objective of performance appraisal.

**Ans: Objective of performance appraisal:** There are many objective of performance appraisal. Some are given below:

**To select employees:** To select employees for increment, promotion, Iransfiarf, graining, and other purpose  
**To determine the level of training;** To determine the level of training so that program may make success considering the objectives of the organization.  
**To motivate the employees:** To motivate the employees with a view to get things done by them.  
**To create interest:** To create interest of employees for self-development so that they may be offered higher positions whenever necessary in future.  
**To create a base for proper decision making:** To create a base for proper decision making on important matter so that every activity can be completed promptly.  
**To undertake research project:** To undertake research project by collecting human and non-human information.

### 3. State the importance/benefits of performance appraisal.

**Ans: Benefits of Performance appraisal:** Though a successful performance appraisal program, a number of benefits can be accrued to the organization as well as its employees. These" benefits can be pointed out classifying then into following areas

**Eliminating of misunderstanding:** It eliminates misunderstanding among the employees  
**Knowledge of results;** Through Performance appraisal knowledge of result of works can be furnished to the employees. .  
**Improved performance:** If performances of employees are properly measured, their activities may be of high quality.  
**Determining training needs:** With the successful appraisal of performance, training needs of employees assess accurately.  
**Sources of information:** Proper performance appraisal also help the management get correct information for making future plans and policies\_  
**Cordial relations:** Harmonious relation among the employees may be created if their performance toughly evaluated and proper reward is offered.  
**Motivation and incentives:** effective performance appraisal can be used as a motivational tools and incentives for deploying sincere efforts.  
**Procedural benefits:** Organizations can enjoy some procedural benefits by regular conducting the performance appraisal program.  
**Participation;** Which employee or manager is suitable for taking part in the decision making process that can be known by performance appraisal of employees? .  
**Easy supervision;** Which employee is to be supervised and which not can be decided by proper performance appraisal.

### 4. Discuss the process of performance appraisal.

**Process of performance appraisal;** There are three major steps in the performance appraisal process: identification, measurement, and management.  
**Identification:** With identification, the behaviors necessary for successful performance are determined.

**Measurement:** Measurement involves choosing the appropriate instrument for appraisal performance. **Management:** Management, Which is the ultimate goal, is the reinforcing of good performance and the correction of poor performance.

### 5. Describe the steps of performance appraisal.

**Ans: Steps of performance appraisal:** The performance appraisal is closely related to a number of human resource management activities that should be considered. Some are these relationships that are described below:

*Job analysis Performance standard/ Developing appraisal system/Assessing performance/ Performance review/ Information/ Setting a plan of action*

**Job analysis;** The performance appraisal should be based on a thorough job analysis. The result of the job analysis can be used to produce a job description, which describes the work to be performed, and job specifications, which outline the requirements necessary to accomplish the job. **Performance standard:** Performance standards should be derived from the job analysis information, based on this information; the levels of performance deemed to be acceptable versus those that are unacceptable are developed.

**Developing appraisal system;** In general, employees should be evaluated on a number of specific dimensions of job performance. Each of the specific dimensions of job performance used to evaluate an individual's performance should be developed so that it is not deficient, contaminated, distorted, or irrelevant **Assessing performance: Performance review:** The performance review is the actual discussion that transpires between the rater and the ratee regarding the ratee's performance. Research suggests that the performance review should be approximately 60 minutes long and be a mutual discussion

**Information:** Because the performance review involves two people, the appraiser and the appraisee, the review should entail an exchange of information between these two parties. This information exchange can take many forms. **Setting a plan of action;** By this point in the review, the employee should have an accurate idea of his or her performance evaluation. The employee should know his or her strengths and weaknesses.

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### 6. What are the problems of performance appraisal in Bangladesh?

**Ans: Problems of performance appraisal:** There are many problems of performance appraisal. Some are as follows

**Lack of management support;** Top management of the organization is not interested to undertake performance appraisal programs in the industrial organizations of Bangladesh **Lack of knowledge of employees:** Employees are not well conversant about the methods and benefits of performance appraisal program. Because the methods to be applied and benefits to be accrued are not clear to them.

**lack of appraiser training:** Performance appraiser of industrial enterprises of Bangladesh are not sufficiently and properly trained up in the methods. That is why they can not conduct the program in accordance with the objective of the organization **04. Lack of standard of ranking:** In Bangladesh organizations, there is no established standard of ranking of employee performance. As a result, very open, discrepancy is shown and conflict arises among the employees.

**Lack of uniform benefits:** On the basis of good performance proper benefit should be awarded to the employees who are hardly seen in the organizations. For this reason employees are less interested about the performance appraisal program **Absence of setting policy:** In Bangladesh organizations a set performance appraisal policy is rarely seen. For that matter, in some cases, a few employees get benefits and most are not.

### 7. Discuss the methods of performance appraisal.

**Ans: Methods of performance appraisal;** The methods of performance appraisal are given below:

**Checklists methods:** In its simplest form, the checklist is a list of descriptive statements and/or adjectives describing job related behavior. If the evaluator perceives the employee as possessing a particular trait, the item is checked. If the evaluator perceives the employee as possessing a particular trait, the item is left blank.

**Weighted checklist:** The checklist described above evenly weighted each item. When this type of weighting scheme is not appropriate, a weighted checklist can be used. **Graphic rating scale:** One of the most widely used performance evaluation formats is the graphic rating scale. First, graphic rating scales are easy to use, Evaluators can rate a large number of individuals in a short amount of time. Finally, they are simple to develop and change when needed. **Mixed standard scale:** One variation of the graphic rating scale is the

mixed standard scale. Instead of rating a behavior, such as attendance, the evaluator is given three conceptually.

**Forced - choice scale;** The forced - choice scale was designed to increase objectivity and decrease subjectivity in ratings by camouflaging the "best" responses. Forced -choice ratings scales make padding ratings more difficult because raters are required to select an item from a pair of items that most closely reflects the individual being rated.

**Critical incident methods;** To use the critical incident method to appraise an individual's performance, the evaluator keeps a journal of critical incidents for each individual being evaluated

**Ranking:** To use this method, the evaluator places the employee in a specified group (e.g. all subordinates reporting to supervisor) in order from the "best" performer to the "worst" performer

**Management by objective (MBO):** A frequently used performance appraisal method is management by objectives (MBO). Management by objectives (MBO) has been around for over 30 years and is usually credited to Peter Drucker. Drucker was trying to design a systematic approach to setting objectives and performance appraisal by using results that would lead to improved organizational productive.

## 8. What are the distorting factors of performance appraisal?

**Ans: Distorting factors for performance appraisal:** The factors that distort can be described are as follows

**Leniency error:** Relative to the true or actual performance an individual exhibits, some evaluator's marks high, while others mark low. The former is referred to as positive leniency error, and the latter as negative leniency error.

**Halo error:** The halo error of effect is a "tendency to rate high or low on all factors due to the impression of a high or low rating on some specific factor

**Similarity error:** When evaluators rate other people in the same way that the evaluators perceive themselves, they are making a similarity error.

**Low appraisal motivation;** The evaluator may be reluctant to give realistic appraisal. The tendency is more harmful than other pitfalls.

**Central tendency:** It is possible that regardless of whom the appraiser evaluates and what traits are used, the pattern of evaluation remains the same.

**Inappropriate substitutes for performance:** It is the usual job where the definition of performance is absolutely clear and direct measures are available for appraising the incumbent.

**Attribution theory:** According to this theory, employee evaluations are directly affected by a supervisor's perceptions of who is believed to be in control of the employee's performance - the employer or the manager.

## 9. How you can overcome the problem of performance appraisal? "OR" Write down the improvement of performance appraisal.

**Ans: Improvement of performance appraisal;** Some Suggestion may be given for the improvement of performance appraisal program in industrial enterprises in Bangladesh. These are as follows

**Senior management support:** Whole hearted supported of senior management is a must of successful performance appraisal program. Therefore senior management must regularly give support to undertake performance appraisal program and finish it properly.

**Cooperation of trade unions:** Trade union leaders must accept the program and give heartfelt cooperation to performance appraisal program. They must convince the employees also to provide cooperation.

**Fair ranking methods:** For acceptable performance program, a fair method of ranking is essential. Employees will show their support if the fair method of appraisal is followed if even their performance is not satisfactory

**Suitable benefits packages;** If benefit packages are suitable for the good performance, the performance appraisal program may attract the employees. Even bad performers will be motivated to improve their performance

**Training of appraiser;** Necessary arrangements should be made to train up the appraisers. Before nominating the appraisers, nominating organization will give policy guidelines to the training institutes and employees.

## Chapter:9

### 1. What is wages and salary?

**Ans : Wages :** Wages refers to an early rate of pay and is the pay basis used most frequently for production and maintenance employees (blue color workers).

**Salary:** Salary is the money that someone is paid for their job each month, especially when they have professional other non-manual job.

## 2. What are the goals of salary and wages?

**Ans.** To meet the needs the employees, including desires for security and self-esteem/ To motivate workers to achieve desired level of performance/ To be cost effective or based on what on organization can afford to pay/ To be competitive with other organization in order attract and retain human resources/ To comply with wages and salary provision in the labor contract with federal and state laws and regulations/ To be fair and consistently applied throughout the organization.

## 3. State the considerations determining wages or salaries. "OR" What are the factors of determining wages.

**Ans:** **i. Collective bargaining:** The bargaining power of the employees can influence the amount wages. If the bargaining power is strong rate of wages is high. / **ii. Company ability:** If the company has high financial ability, employee can get high wages rate./ **iii. Labor market:** Availability manpower in the power market can increase the bargaining strength of management of employee then get lower wages. / **iv. Relative worth of the job:** High position of jobs can ensure high wages but low position can not earn so./ **v. Changes in price level:** Due to change of price level, employees have the scope to place demand for wages changes./ **vi. Government legislation:** In case of public sector dominance wage scale is determined and changed by the govt. of Bangladesh. If govt. machinery acts positively and liberally, employees get high wages./ **vii. State of competition:** There are many competing organization in Bangladesh. So change of wage rules depends on the change of rates of other organizations. / **viii. Ability of workers:** Skills and efficiency of workers also convince the management for higher wages rates. Otherwise skilled workers turnover rate may be high./ **ix. Nature of work:** It is the ninth factor influencing the rate of wages. / **X. Facility of the jobs:** Some works have higher facilities such as transfer, accommodation, overtime etc. the real wages of those jobs are higher. Fewer facilities can earn less real wages.

## 4. What is job evaluation?

**Ans.** Job evaluation is a procedure for developing a wage structure that is some how based upon and evaluation of the job.

Job evaluation is the process of determining the worth of various jobs within the organization is that differential wages may be paid". —> **Wendett French.**

## 5. Write down the objective of job evaluation.

**Ans:** **Good wages structure:** The first purpose of job evaluation is to establish a well conceived wages structure in the organization/ **Proper performance:** Another objective of job evaluation is to ensure proper performance of employees, so that their utmost efforts and sincerity can be ensured./ **Supply of information:** Through job evaluation, necessary information and data can be supplied, so that proper decision can be made./ **Providing reasonable wages or pay:** Another purpose of job evaluation in the business or industrial organizations is to ensure reasonable wages and salary of employees and managers./ **Review of pay structure:** Job evaluation can also help to review the pay structure time to time. / **Establishment of policies:** Other human resource management policies can also be formulated through the job evaluation process./ **Improved productivity:** Productivity level can also be enhanced by job evaluation./ **Reducing grievance tendency:** Another purpose of job evaluation is to reduce grievance tendencies among the employees and managers, which can help both the parties to maintain cordial working environment in the organization./ **Moral development:** One of the important objectives of job evaluation is to develop moral and job satisfaction and reducing frustration among the employees and managers./ **Utilization of human resources:** Without proper utilization organization target can not be achieved in time.

## 6. State the principle of job evaluation

**Ans.** **Assessing jobs:** In the job evaluation program each and every job should be evaluate rather individual./ **Variables:** The variables that are required for job evaluation must be taken into consideration./ **Integrity;** Different aspects of jobs should properly be integrated for the sake of effective job evaluation program./ **Management support;** Job management support must be extended for successful completion of the job

evaluation program./ **Employee participation:** Employees and union leaders must also cooperative with the analyst by giving information to be needed. / **Related aspects:** The aspects of jobs, which are evaluated, to be performed should be selected for valuation. / **Finance:** Management must give supply wages fund to conduct and conclude the evaluation program.

### 7. Discuss the steps to be followed for job evaluation.

Ans. **Job analysis:** Through job analysis some information are collected within a job. This technical procedure is used to determine the nature of duties, responsibilities, right, environment, and labor etc. of an organization/ **Grading the job:** At is stage, the jobs are classified and graded on the basis of their relative importance, status etc. and their location are determined./ **Selecting the evaluation:** Committee may be constituted with five members. / **Obtaining the job description:** Job evaluation committee is supposed to gather information about job description./ **Job pricing:** Job evaluation relative worth of each evaluated job is determined./ **Selecting a job evaluation method:** Pricing of jobs depends on this stage./ **Obtaining the cooperation of management and employees:** In successful implementation of job evaluation program, cooperation of both management and employees is a must. / **Implementation:** The last stage is the implementation of the job evaluation program; successful implementation depends on proper and timely completion of aforesaid steps.

### 8. Discuss the methods of job evaluation in Bangladesh.

Ans: **Point method:** Lott recognized that the 15 compassable factors he identified for measuring job differences were not of equal importance or value./ **Factor comparison method:** After assigning a wage rate to each benchmark job, it is possible to develop a wage rate or monetary scale for each of Benges's five universal factors./ **Multiple regression-based job evaluation:** Although multiple regressions has been used in the job evaluation process since the 1950s the developer of PAQ recognized in the 1970s that, by combining certain items in their scored 194-item questionnaire with multiple regression, the PAQ could be used to predict rates of pay. / **Graphic rating scale method;** Graphic rating scale method is a scale that lists a number of trails and a range of performance for each. / **Ranking method:** Alternation ranking method is a method of ranking employees from best To worst on a particular trait. / **Management by objectives (MBO):** MBO methods invoke setting specific measurable goals with each employee and then periodically reviewing the progress made.

## Chapter:10

### 1.What are the employee benefits?

Ans: Employee benefits: Benefits are indirect financial payments given to employees. They may include health and life insurance, vacation, pension, education plans. —+ Gary Dessler.

Benefits are supplementary hidden cost of the employers which are given to employee beyond wages or salary. —> Dale Voder.

### 2. State the objectives of benefits of employees and managers.

Ans: To enhance motivation level/ To create job sat6isfaction/ To decrease turnover rate/ To increase productivity. To increase sales volume/ To enhance the level of moral/ To reduce the rate absenteeism. To create joy for work/ To share the risk of accident and illness/ To encourage saving for retirement or bad time.

### 3.Discuss the importance of employee benefits.

**Ans:** Increase encouragements/ Attaining job satisfaction/ Development of working environment/ Attracting skilled worker/ Increase of efficiency and productivity/ Reduce financial loss/ Reduce industrial/ Developing social integrity/ Reduce labor turnover/ Development of industrial image.

### 4. Describe the types of employee benefits. "OR" describe the process of employee benefits.

Ans: **i. Required or mandatory security:** government requires that employees provide a certain limit of protection or a security floor for each employee. There are as: Workers compensation/ Unemployment compensation/ Social security benefits.

**ii. Voluntary security:** Two of the major security benefits programs used by employers are voluntary severance pay and supplementary unemployment benefits: Voluntary severance: Severance pay is the pay given to employee at termination/ Supplementary unemployment benefits: Supplementary unemployment benefits are payments made by the employer to employees who are temporarily laid off.

**iii. Retirement security;** Over 90 percent of full-time workers at companies with more than 100 employees are covered by retirement plans, in the public sector in Bangladesh. Pension plans are considered reward for long service and are not incentives to work more effectively and efficiently unless the premium is tied to a stock option plan, as seen is. Pension plans are used primarily to retain a loyal workforce.

**iv. Time-off related benefits;** Time-off related benefits are include the following reasons a) Holiday pay: Most employers provide pay for all established holidays such as New year's Day etc. (ii) Vacation: Most employers offer paid vacations that range from one to six weeks per. year. Depending on length of time with the company. In one poll, employees rated paid vacations and holidays as the third most important benefits behind medical insurance and pension, (iii) Leave of absence: Leaves are given for military, jury duty, election, disability, sickness and maternity.

**v. Health and insurance related benefits;** employees offer various types of coverage including medical, disability, dental, life, and auto insurance, maintaining adequate coverage challenges for organization, (i) Medical insurance/ (ii) Dental insurance/ (iii) Mental health insurance: / (iv) Disabilities insurance/ (v) Life insurance.

**vi. Financial, social, and recreational benefits;** Financial, social, and recreational benefits are as follows (i) Non-financial benefits/ (ii) Stock benefits/ (iii) sharing plan as employee stock ownership plan is developed/ (iv) Educational benefits/ (v) Child care benefits/ (vi) Elder care/ (vii) Cafeteria plan/ (viii) Family friendly benefits.