**Week: 4 26-09-2013**

**4) Knowledge Management:**

* Creation, transfer and application of knowledge among people for the competitive advantage of organization.
* Capture of Tacid and Explicit knowledge of people before they move on to other organization.

**5) Cost Control:**

* To reduce business costs in order to be competitive.

**6) Organizational restructuring:**

* In order to be competitive, many organizations restructure themselves due to which job requirements need to be redesigned. As a result, people get effected. Some of the seleant reasons for organizational restructuring are:
* To remove several layers of management in order to reduce the cost.
* Mergers with the other organization.
* Closing down of facilities due to economic difficulties.
* Out-sourcing of work due to feasible opportunities.

**HR Responsibilities:**

1. **Planning & Analysis:**

It comprises the activities of:

* Anticipating the forces that will influence the future supply and demand of employees.
* Providing accurate and timely information for future HR Planning.
* Forecasting the need of human resources for activities like training, transfer and promotion.
* Carrying out job descriptions and specifications.
* Developing human resource information system (HRIS) to provide accurate, updated and timely information for HR planning and analysis.

1. **Staffing:**

It comprises the activities of:

* Identifying work requirements within an organization.
* Determining the no. of people, type of skills and their levels required to do the work.
* Providing an adequate supply of qualified individuals by selecting, recruiting & promoting right people to fill the jobs in the organization.
* Job descriptions and job specifications should be prepared to recruit the best possible people in the organization.

1. **Retention:**

It comprises the activities of:

* Rewarding employees for performing their jobs effectively.
* Rewarding systems can be linked with individual, departmental and organizational performance.
* Ensuring conductive working conditions between team members.
* Maintaining a safe and healthy work environment by implementing occupational safety and health act (OSHA).
* Preventing accidents and injuries at work.
* Promoting employees assistance programs to improve employee’s satisfaction.

**WEEK: 5 03-10-2013**

1. **Training and Development:**

It comprises the activities of:

* Continuously identifying the gap between capabilities needed and actually existed in employees.
* Need capability must be defined & linked to the work done in the organization.
* Ensuring that the training program reflect actual job requirements & help employees in better performance of their jobs.
* Enhancing these capabilities through updated and relevant knowledge & skill.
* Orientation for new employees followed up by the on-job training is necessary to keep up the skill level of employees according to changing scenarios.
* Identifying career paths & future growth for employees in an organization.

1. **Managing change:**

It comprises the activities of:

* Enhancing the capabilities of employees to anticipate & respond to development that take place in internal & external environment.
* Understanding the changing realities of market & contribute measurably to the strategic success of the business instead of working only as employees advocate.

1. **Administration:**

It comprises the activities of:

* Maintaining the employees file at HR related Data-base.
* Interpreting HR policies, rules and regulations of the government.
* Evaluating & processing employees services & post retirements benefits, to evaluate them & process them.
* Delivering HR services & activities in a cost effective manner.

1. **Operations:**

It comprises the activities of:

* Processes of employees applications.
* Filling of new job openings.
* Resolving of safety problems & salaries issues.
* Coordinating HR policies with managers & supervisors of all departments.
* Participating in discussion before top management & making final decisions on the policies of acquisitions, mergers & downsizing.

**WEEK: 6 10-10-2013**

**Job Analysis Method:**

1. What is job analysis:

* To identify the kind of work that needs to be done, how it should be done, the no. of people needed & the personal characteristics of those who will do this work.
* To develop through understanding of jobs & determine the king of human resource required.
* A summary of tasks requirement for a particular job is called JOB DESCRIPTION & the summary of workers requirement to do that task is called JOB SPECIFICATION, together they constitute JOB ANALYSIS.

There are five common methods of job analysis:- one can use any single method but combination of them can be helpful to obtain a clear picture of job requirement & job specifications.

1. **Job performance:**

* In this method, job analyst actually performs the job to get first hand exposure of actual job tasks, physical environment & other conditions of the job.
* It is appropriate for those jobs that can be learnt in a relatively short period of time.
* However, this method is not appropriate for those jobs that require extensive training or dangerous to perform.
* **Observation:**
* Direct exposure to jobs can provide a richer & deeper understanding of job requirements than worker description of what they do.
* If the work is mostly mental & creative, observations alone may not reveal information.

1. **Interviews:**

* This method can help in getting the information from different dimensions due to different questioning.
* However, the workers can be suspicious about the motives of the interviews, which cab result in the distorted information.

1. **Critical Incidents:**

* This method focuses on the extreme cases taking place in the job environment.
* It takes considerable time to gather, analyze and categories these incidents.
* However, the profile of every job performer cannot be solely based on critical incidents.

1. **Structured questionnaire:**

* This method is generally cheaper and quicker to do than other methods.
* Questionnaires can be completed off the job also thus avoiding the loss of productive time.
* It also provides breath of coverage which is difficult to achieve in other options.
* Chances to misunderstand the meanings of questions can result in false feedback.

**Week: 8 28-10-2013**

**Recruitment:**

* Recruitment is the process of attracting, screening, selecting & on-boarding a qualified person for the job.
* The stages of the recruitment includes:

1. job analysis
2. Sourcing of candidates through networking, advertising or other search media.
3. Matching of candidate with the requirements.
4. Basic screening of the individuals.
5. Using personality assessment tests
6. Detailed assessment of candidate’s motivation & suitability through interviewing & other assessment tests.
7. Finalizing the job offer, induction and on-boarding of new candidates.

* **Job analysis:**
* To document the intended requirements of the job.
* In case of previous job description and specification data, it needs to be updated and must reflect the present day’s requirement.
* **Sourcing:**
* It is the use of strategies to attract or identify the candidates.
* It involves the internal/external advertising using appropriate medium such as newspaper, internet or electronic media etc.
* **Screening:**
* It is the assessment of relevant skills, knowledge, aptitude, education and job related experience with the help of personality assessment tests.
* It is done through aptitude tests, personality assessment tests, scycometric assessment & interviews etc.
* **Lateral hiring:**
* It refers to the term in which the hiring organization targets employees of the other similar organization at better salary & better career opportunities.
* On-Boarding:
* It is the process of helping new employees to become more productive member of the organization.
* It helps them to become fully operational quickly.
* On-boarding is included in the recruitment process to retain top talents, those top talents who are new to the organization.