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Question 1:

Write briefly about different Job redesigning techniques along with its advantages. (15)

Answer:

Job Redesigning

Restructuring the elements including tasks, duties and responsibilities of a specific job in order to make it more encouraging and inspiring for the employees or workers is known as job redesigning.

Advantages of Job Redesigning:

- **Enhances the Quality of Work-Life:**

Job redesigning motivates the employees and enhances the quality of their work life. It increases their on-the-job productivity and encourages them to perform better.

- **Increases Organization's and Employees' Productivity:**

Altering their job functions and duties makes employees much comfortable and adds to their satisfaction level. The unambiguous job responsibilities and tasks motivate them to work harder and give their best output. Not only this, it also results in increased productivity of an organization.

- **Brings the Sense of Belongingness in Employees:**

Redesigning job and allowing employees to do what they are good at creates a sense of belongingness in them towards the organization. It is an effective strategy to retain the talent in the organization and encouraging them to carry out their responsibilities in a better fashion.

- **Creates a Right Person-Job Fit:**

Job Redesigning plays an important role in creating a right person-job fit while harnessing the full potential of employees. It helps organization as well as employees in achieving their targets or goals

Techniques of Job Redesigning:

Practically, there are 3 basic techniques that are commonly used by the organizations for designing and redesigning all types of jobs:

1. Job rotation:

Job Rotation is the management technique wherein an employee is shifted from one job role to the other, with the purpose of familiarizing him with all the verticals of an organization. Generally, the management trainees who are a fresher in the business world

are shifted to different job positions to make them understand the functions of business more precisely. Job rotation can improve "multi-skilling" but also involves the need for greater training. The purpose of a job rotation is to reduce the monotony of work and letting an employee to acquire multi skills required for performing different tasks in the organization

Advantages of Job Rotation

- Reduces the boredom of work
- Broadens one's knowledge and skills
- Helps the management to explore the hidden talent of an individual
- Helps an individual to realize his own interest
- Helps in creating the right employee job fit
- Developing a wider range of experience

Disadvantages of Job Rotation

- Reduces uniformity of work
- Fear of performing another task effectively
- Frequent interruptions in the work
- Misunderstanding between the team members.
- Difficulty in coping with other team members
- Fear of getting more tiresome or a hectic work

2. Job enlargement

Job Enlargement refers to the horizontal expansion of jobs wherein more and more activities, and tasks are added to the existing job scope at the same level in the organization.

In other words, job enlargement means increasing the scope of duties and responsibilities of an individual by adding the related activities to his existing job profile and generally without any change in his authority and his level in the hierarchy in the organization.

The purpose behind the job enlargement is to increase the employee flexibility and reduce the monotony that occurs gradually over a period of time.

Often, the employees are not required to get the training for the task-related activities because he is already aware of that and is doing for quite some time. But however, if the activity added is new for an employee and is not related to his existing job nature, then a proper training should be given to him in order to acquaint himself with the new job conditions.

A person in a bank who looks after the accounts receivable department is given a job enlargement and now is supposed to handle cash receivables as well as account maintenance and statement generation for customers.

In the additional role, he would be taking a few of the responsibilities and managing the existing responsibilities as well.

Another example would be a salesperson who is responsible for generating only sales is given by job enlargement and now is supposed to collect the payment as well as deliver the order.

Advantages of Job Enlargement

- Job enlargement teaches employees a variety of skills and helps them in their personal as well as professional development.
- This ensures a wide range of activities which are carried out by the employees, which increases job satisfaction.
- This method of job enlargement gives an opportunity to employees to earn more than their wages.
- Reduced monotonous repetitive work and helps in career growth, thereby reducing attrition.
- Gives more accountability, responsibility and decision making powers to the employees

Disadvantages of job Enlargement:

- Job enlargement tends to be a costly affair. Workers may require additional training for their enlarged jobs. Moreover, if job enlargement involves breaking up of existing production line of work system and redesigning a new system and training employees for it, the costs will be very substantial.
- Productivity may fall in the short run, due to the introduction of the new system.
- Employee-unions often argue for increased pay because of the increased work load.

3. Job enrichment:

Job Enrichment is the addition to a job of tasks that increase the amount of employee control or responsibility. It is a vertical expansion of the job as opposed to the horizontal expansion of a job, which is called job enlargement.

Job enrichment consists of designing a job in such a way that the employees get greater autonomy in planning, decision-making, and controlling. The greatest motivation for the employees is the opportunity for achievement, recognition, responsibility, and growth. Job enrichment implies increasing the duties in a job to make it more rewarding to the employees. A job is said to be enriched when it has the elements of excitement, challenge, and creativity.

It has been proven that a customer service associate will perform much better when given a certain amount of authority. A company can improve their customer service by empowering the associates with making decision on-the-spot, instead of permanently

asking for confirmation from the management. For example, they can refund a certain amount of money to customers, within certain limits. However, the company needs to monitor these decisions to make sure they are doing the right thing.

Advantages of job enrichment:

- Makes the work interesting for employees
- Provides greater sense of responsibility, self-control, and self-esteem by allowing more autonomy in the tasks
- Motivates the employees by providing them the opportunities to develop and progress
- Facilitates the higher job satisfaction to employees
- Develops the new skills of the employees
- Makes the task reinforcement easy
- Reduces the absenteeism rate and attrition rate.

Disadvantages of job enrichment:

- **Lack of training:**
Giving employees greater depth of tasks can cause problems through their lack of experience and training. If these things are significant enough, the overall productivity of that employee can drop to a certain degree. This is why it is important to not remove an individual too far from their comfort zone.
- **Increasing the workload.**
As you can imagine, job enrichment can lead to an increase in the workload of the individual. As a concept, job enrichment can annoy employees, or be greeted with minimal enthusiasm, simply because it implies an increase in their workload. Getting past that, you can still have problems. Some employees are adept at reorganizing their priorities, and creating a schedule that incorporates everything, while avoiding burnout. Employees who do not have those talents may find themselves struggling to keep up. Their workload can become chaotic, and their productivity can suffer to an exceptional degree. Frustration can mount, as well. Worse yet, if this problem proves to be widespread within a company, the results can be disastrous.
- **Non-participant conflicts.**
Job enrichment is great if everyone can qualify. Unfortunately, some businesses may have employees who claim they are ready for new and exciting things, but haven't shown any of the qualities to indicate that. Conflicts can emerge in the form of disgruntlement, bitterness towards management, and resentment towards the employees who did in fact qualify for job enrichment.

Question 2:

Write about Internal sources of recruitment along with its pros and cons.

Answer:

Internal sources of recruitment refer to hiring employees within the organization internally. In other words, applicants seeking for the different positions are those who are currently employed with the same organization. At the time recruitment of employees, the initial consideration should be given to those employees who are currently working within the organization. This is an important source of recruitment, which provides the opportunities for the development and utilization of the existing resources within the organization. Internal sources of recruitment are the best and the easiest way of selecting resources as performance of their work is already known to the organization. Let us now discuss more on the various internal sources of recruitment

The internal sources of recruitment are:-

1. Promotion of Employees
2. Transfer of Employees
3. Demotion of Employees
4. Recruitment of Ex-Employees
5. Present Employees
6. Employee Referrals
7. Previous Applicants
8. inside Moonlighting
9. Informal Communication Channels
10. Job Posting and Bidding
11. Direct Applicants
12. Human Resource Information System
13. Identifying Talent through Performance Appraisal and Using Assessment Centres.

Additionally, learn about the advantages and disadvantages

Advantages:

- Upgrading of several employees
- Familiarity with policies
- Economical
- Availability of experienced employees
- Increase in Employees, Morale
- References not required

Disadvantages:

- No opportunity for fresh talent
- Promotion of inefficient employees
- Not a complete solution

Question 3:

Write briefly about different types of Interviews.

Answer:**The Telephone Interview**

Often companies request an initial telephone interview before inviting you in for a face to face meeting in order to get a better understanding of the type of candidate you are. The one benefit of this is that you can have your notes out in front of you. You should do just as much preparation as you would for a face to face interview, and remember that your first impression is vital. Some people are better meeting in person than on the phone, so make sure that you speak confidently, with good pace and try to answer all the questions that are asked.

The Face-to-Face Interview

This can be a meeting between you and one member of staff or even two members.

The Panel Interview

These interviews involve a number of people sitting as a panel with one as chairperson. This type of interview is popular within the public sector.

The Group Interview

Several candidates are present at this type of interview. You will be asked to interact with each other by usually a group discussion. You might even be given a task to do as a team, so make sure you speak up and give your opinion.

The Sequential Interview

These are several interviews in turn with a different interviewer each time. Usually, each interviewer asks questions to test different sets of competencies. However, if you are asked the same questions, just make sure you answer each one as fully as the previous time.

The Lunch / Dinner Interview

This type of interview gives the employer a chance to assess your communication and interpersonal skills as well as your table manners! So make sure you order wisely (no spaghetti bolognese) and make sure you don't spill your drink (non-alcoholic of course!).

All these types of interviews can take on different question formats, so once you've checked with your potential employer which type of interview you'll be attending, get preparing!

Here's a list of interview formats that you should prepare your answers for;

Competency Based Interviews

These are structured to reflect the competencies the employer is seeking for the particular job. These will usually be detailed in the job spec so make sure you read it through, and have your answers ready for questions such as "Give me an example of a time you worked as a team to achieve a common goal." For more examples of competency based questions [click here](#).

Formal / Informal Interviews

Some interviews may be very formal, others may be very informal and seem like just a chat about your interests. However, it is important to remember that you are still being assessed, and topics should be friendly and clean!

Portfolio Based Interviews

In the design / digital or communications industry it is likely that you will be asked to take your portfolio along or show it online. Make sure all your work is up to date without too little or too much. Make sure that your images if in print are big enough for the interviewer to see properly, and always test your online portfolio on all Internet browsers before turning up.

The Second Interview

You've passed the first interview and you've had the call to arrange the second. Congratulations! But what else is there to prepare for? You did as much as you could for the first interview! Now is the time to look back and review. You maybe asked the same questions you were asked before, so review them and brush up your answers. Review your research

about the company; take a look at the 'About Us' section on their website, get to know their client base, search the latest news on the company and find out what the company is talking about.

General Interview Preparation

Here's a list of questions that you should consider your answers for when preparing...

- **Why do you want this job?**
- **Why are you the best person for the job?**
- **What relevant experience do you have?**
- **Why are you interested in working for this company?**
- **What can you contribute to this company?**
- **What do you know about this company?**
- **What challenges are you looking for in a position?**
- **Why do you want to work for this company?**

Question 4:

Discuss External sources of recruitment along with its pros and cons. (10)

Answer:

External sources of recruitment

External sources of recruitment refer to hiring employees outside the organization externally. In other words, the applicants seeking job opportunities in this case are those who are external to the organization. External employees bring innovativeness and fresh thoughts to the organization. Although hiring through external sources is a bit expensive and tough, it has tremendous potential of driving the organization forward in achieving its goals. Let us now discuss in detail the various external sources of recruitment.

Some of the major types of external sources are as follows: 1. Advertisement in Newspapers 2. Employment Exchanges 3. Field Trips 4. Educational Institutions 5. Labour Contractors 6. Employee Referrals 7. Telecasting 8. Direct Employment or Recruitment Notice at Factory Gate.

1. Advertisement in Newspapers:

Senior posts are largely filled by this method. This method is, however, followed by companies in 3 different ways:

First, there are some companies which do not do their own advertising. On the other hand they send their requisitions to certain specialised agencies which advertise positions in leading

newspapers without divulging the name of the client company. The applications received from the candidates by the agencies are duplicated and mailed to the clients.

Second, there are some companies which although do their own advertising but give only box numbers. Box number advertisements generally do not draw good candidates who feel that it is not worthwhile to apply without knowing employer's name. Third, there are some companies which divulge their names in their advertisements.

2. Employment Exchanges:

An employment exchange is an office set up by the government for bringing together as quickly as possible those men who are in search of employment and those employers who are looking for men. Employment exchanges register unemployed people and maintain the records of their names, qualifications, etc.

The employers on their part intimate the exchange about the vacancies which occur in their factories and types of employees they require for filling up these vacancies. Whenever any vacancy is intimated, the exchange selects some persons from among the employment seekers already registered with it and forwards their names to the employers for consideration.

In addition to government agencies, there are several private employment agencies especially retained by the organisations at a certain fee, usually to select personnel for supervisory and higher levels. Names like Datamatics, Ferguson, etc., frequently appear in the Indian newspapers.

3. Field Trips:

An interviewing team makes trips to towns and cities which are known to contain the kinds of employees required. Arrival dates and the time and venue of interview are advertised in advance.

4. Educational Institutions:

Sometimes recruiters are sent to educational institutions where they meet the members of the faculty and persons in charge of placement services who recommend suitable candidates. Some companies send representatives to professional meetings and conventions to recruit employees.

5. Labour Contractors:

In many industries workers are recruited through contractors who are themselves the employees of these organisations.

6. Employee Referrals:

Some industries with a record of good personnel relations encourage their employees to bring suitable candidates for various openings in the organisation.

7. Telecasting:

The practice of telecasting of vacant posts over T.V. (Doordarshan and other channels) is gaining importance these days. Special programmes like 'Job Watch', 'Youth Pulse', 'Employment News', etc. over the T.V. have become popular in recruitment for various types of Jobs.

The detailed requirements of the Job and the qualities required to do it are publicised along with the profile of the organisation where vacancy exists. The use of T.V. as a source of recruitment is less prevalent as compared to other sources.

The reasons for this are:

- Telecasting is an expensive medium.
- The advertisement for the Job appears for a very short time and it is not repeated.
- The candidates who don't watch T.V. will miss the information about Job vacancies.
- If there is a power failure in any area, the candidate living in such area will miss the vacancies telecast.

8. Direct Employment or Recruitment Notice at Factory Gate:

An important source of recruitment is direct recruitment by placing a notice on the notice board of the enterprise, specifying the details of the Jobs available. It is known as recruitment at factory gate. The practice of direct recruitment is followed usually to fill casual vacancies of unskilled or semi-skilled jobs.

The workers thus appointed are known as budli workers. Usually, a large number of unemployment persons assemble everyday at the gate of every big factory. Whenever unskilled workers are required, the Personal Manager will scrutinize in a general way the workers available and pick up the required number of workers.

Advantages:

- It is the direct method of recruitment. It does not involve the cost of advertising the vacancies.
- It is the cheapest method to fill casual vacancies.
- Whenever there is a rush of work or a large number of workers are absent, this source of labour may be easily used.

Disadvantages:

These disadvantages of external recruitment make a clear distinction between its limitations and it will also provide beneficial knowledge about the techniques of an external recruitment process.

1. A limited understanding of the company:

When a candidate is selected from an external recruitment process, there is a possibility that the candidate might have less chance of understanding the environment of the company. And this lesser understanding can make a big difference in the future activities of the company.

Therefore, there is some sort of issues with an external process which needs to be rectified for a better understanding of the company environment.

2. Higher risk:

There is a possibility that the candidate selected for the post is not worthy of the position offered and he/she can take advantage of their position in the company. This type of risk is very much common in an external recruitment process as most of the candidates applied for the job are total strangers to the company. And that is why it is considered one of the higher risk processes of recruitment.

3. Time-consuming:

The main disadvantages of external recruitment are that it is time-consuming as most of the companies post an advertisement for their company recruitment drive. Then there is a quite possible chance of receiving a higher number of applicants for the post and the recruiter need to be very careful with their decision of selecting the best candidate for each round selection process.

These different rounds of selection take a bit longer than the internal recruitment process as it involves a number of processes.

4. High costs:

As most part of the external recruitment process mainly deals with complete new candidates then the company needs to come up with a pay scale for that candidate which should value his/her skill and ability. This can turn things a bit costly for the company as they are in need of new ideas and to get such new and creative ideas from the potential candidate. The company needs to provide him/her with the best possible deal to refuse. With all these aspects, the company needs to provide intense training for the candidates. Screening a large number of candidates consumes more money.

5. Internal disputes with existing employees:

When a company considers a fresh candidate for the higher post than the existing candidates, then there is a higher possibility that the company existing employees might show some sort of internal

dispute among the officials of the company. This kind of internal dispute can lead things to a completely different level. And eventually, the company can fall on their back with such differences of opinions.

6. Issues of Maladjustment:

There are a number of possible ways where the new employee recruited may not adjust to the new environment. They also would not adjust with the new employees in the organization. When such scenarios take place, they have to leave the organization or the management should take initiatives to replace them. By this way, the management may lose good employees and need to hunt for another.

7. Agencies are not trusted:

By recruiting candidates through external recruitment, recruitment agencies play a role where they do not have adequate knowledge about the culture of the organization and their intrinsic qualities. They also do not care much about the key requirements of the post.

8. Invites unsuitable applicants:

External advertising methods are something that happens in large scale through print media and hence a large number of applicants who are not fit for the job post are drawn in. There are a number of unsuitable candidates who line up for low-level job positions.

9. Legal risks:

There are chances for legal issues when external recruitment is carried on. When hiring intact teams, top hiring talents are recruited with non-competent recruitment which may lead to legal issues.

10. Varied category of applicants can be met:

When external recruitment is considered, there is a large pool of applicants who are met. Applicants with varied experience, background, skills, and abilities are met. Since there is abundant talents met, picking the right candidate can be muddling. In this way, new decision making and planning aspects can be discovered. These are a few hints which mention the advantages and disadvantages of external recruitment. Employees and employers must make sure that there are good and bad aspects when external recruitment is considered. All the negative hints can be made positive by talking about a few steps of the external recruitment process and working towards it. Disputes come to an end when every factor is viewed in a positive manner.

External candidates are beneficial in a number of ways as they make the company productive with their talent and skills. With external recruitment, the organization is able to develop a diverse team wherein there are new talents and skills who work together. Employees work together to achieve the goal and objective of the organization unitedly.

Employers and employees must welcome external recruitment in their organization and make it a practice in the company's recruitment process.