

2020

14774

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HUMAN RESOURCE
[HUMAN RESOURCE
MANAGEMENT]

IQRA NATIONAL UNIVERSITY

ANSWER 1:-

a) JOB ROTATION:-

DEFINITION:-

It is one of the methods of job design which is an answer to the problem of boredom. Job rotation implies the shifting of an employee from one job to another without any change in the job. With job rotation, a given employee performs different jobs but more or less jobs of the same nature.

EXPLANATION:-

Job rotation is a process of systematic movement of employees from one nature of job to the other job, but Job category may change or sometimes remain unchanged, however employees performing the job is shifted from one job to the other job, through which, an employee would be given an opportunity to perform different jobs, which would enrich his / her skills, experience and ability to perform different jobs in case of exigency. The main objective of job rotation is to improve the efficiency of the employees and work should not be hampered or affected in case of absence of any employee in the organization.

PURPOSE:-

The main purpose of job rotation is to reduce the letting employee to acquire multi skills to perform different operations or tasks in the organization.

EXAMPLE OF JOB ROTATION:-

When an employee works across different departments or job profiles after a specific time interval, it qualifies as job rotation. One real-life example of job rotation is that of doctors. Doctors are in a hospital work across different departments and gives them exposure across various verticals of medicine. A doctor can work in different departments like maternity, pediatrics, geriatrics etc. This gives the doctor an opportunity to learn skills across verticals and shows their best fit. Another example can be of IT industry in which an employee can work in various roles like being a developer, quality analyst, requirement analysis, solution design etc. This way the employee remains motivated and can learn various skills and can become a better resource and contribute and learn more.

ADVANTAGES OF JOB ROTATION:-

1. ELIMINATES BOREDOM:-

Only 32% of employees are actually engaged at their jobs. That means 68% of employees are doing the bare minimum, plugging away at their computers or robotically talking to customers. Disengaged employees can be lured away by promises of a better, more challenging job. Giving employees new responsibilities won't solve all your problems. But, it could help employees become engaged and prevent boredom. For the most part, employees becoming disengaged at their jobs are a gradual thing. By mixing up responsibilities, you could help break up the monotony of an employee's day to day.

2. ENCOURAGES DEVELOPMENT:-

Having a job rotation strategy helps employees develop their skills. By learning more skills, employees will feel more valuable to your business. Employees who work at a company that encourages their development might not feel the need to change jobs. Instead of leaving your business for a new job that helps an employee develop, they can rotate jobs.

3. GIVES EMPLOYEES A BREAK FROM STRENUOUS JOB DUTIES:-

Many industries that require heavy-duty labor use job rotation strategies. Overworked employees who are constantly doing manual labor benefit from getting a break. By rotating their jobs, you help offset the risk of fatigue. For example, you could have a warehouse employee who lifts heavy packages for deliveries rotate to a job that handles the paperwork for shipping.

4. HELPS YOU IDENTIFY WHERE EMPLOYEES WORK BEST:-

A job rotation strategy can point out an employee's strengths and weaknesses. You might find that an employee can better handle a different job at your business. For the most effective business, you need to have all your employees in the right positions.

5. GIVES YOU A BACKUP PLAN IF AN EMPLOYEE LEAVES:-

Although employee turnover can be expensive, it doesn't have to be devastating. By having a job rotation plan, you have multiple employees who know how to do each job. If an employee leaves, you won't need to scramble to hire the first person you see. Instead, you have other employees capable of covering the separated employee's tasks. If you do need to hire a replacement, you can take your time to find the right fit.

b) JOB ENLARGEMENT:-

DEFINITION:-

It is the horizontal expansion of a job. It involves the addition of tasks at the same level of skills and responsibility. It is done to keep workers from getting bored.

EXPLANATION:-

Job enlargement is another method of job design when any organization wishes to adopt proper job design it can opt for job enlargement. Job enlargement involves combining various activities at the same level in the organization and adding them to the existing job. It increases the scope of the job. It is also called the horizontal expansion of job activities.

PURPOSE:-

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

EXAMPLE OF JOB ENLARGEMENT:-

Another example comes from the corporate communications team in a large multinational FMCG company. This firm had specialized communication advisors to manage communication around the implementation of new digital tools. One of the problems this company ran into was that the adaption of tools remained low. After looking into this, they found that corporate communication did not always align with the purpose of the tool and its functionality. After further research, it was discovered that the communication team was not always fully informed. This was resolved by enlarging the jobs of the communications team. The team would be included in the initial conversations and research around the purpose and main functionalities of the tools, as well as user interviews and drafting design criteria. The expertise of the communications team proved helpful in this stage and it enabled them to draft a communication strategy earlier that connected with the problems of the users that the new software tool was solving.

ADVANTAGES OF JOB ENLARGEMENT:-

i) **VARIETY OF SKILLS:-**

Job enlargement helps the organization to improve and increase the skills of the employee due to organization as well as the individual benefit.

ii) **IMPROVES EARNING CAPACITY:-**

Due to job enlargement the person learns many new activities. When such people apply for job to other companies they can bargain for more salary.

iii) **WIDE RANGE OF ACTIVITIES:-**

Job enlargement provides wide range of activities for employees. Since a single employee handles multiple activities of the company.

iv) **WORKER PACED CONTROL:-**

In job enlargement workers move from a machine paced production line to job which is paced by themselves. The workers will enjoy his work more if he can vary rhythm and work at his own pace. He will also feel less tired in this way.

v) **MEANINGFUL FEEDBACK:-**

Enlarged jobs allow for more meaningful performance feedback. It will be even more motivating if it is tied to evaluations and organizational rewards.

c) JOB ENRICHMENT:-

DEFINITION:-

job enrichment is the technique that varies the concept of job enlargement. It add new sources of job satisfaction by increasing the level of responsibility of the employee in organization.

EXPLANATION:-

Job enrichment is a type of job redesign intended to reverse the effects of tasks that are repetitive requiring little autonomy. Some of these effects are boredom, lack of flexibility, and employee dissatisfaction. The underlying principle is to expand the scope of the job with a greater variety of tasks, vertical in nature, that require self-sufficiency. Since the goal is to give the individual exposure to tasks normally reserved for differently focused or higher positions, merely adding more of the same responsibilities related to an employee's current position is not considered job enrichment.

PURPOSE:-

It's main purpose is to motivate employees by giving them the opportunity to use the range of their abilities.

EXAMPLE OF JOB ENRICHMENT:-

In customer service, 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:-

i) **INCREASE THE CHANCES OF RECOGNITION AND REWARD:-**

Once the company provides job enrichment for their employees then there is a mere possibility that those employees can be recognized for the work allotted or can also be rewarded for their sincere work.

ii) **IT PROVIDES A SENSE OF ACCOMPLISHMENT:-**

It generates a sense of accomplishment for both the employee and the company or the employer

iii) **REDUCE ABSENTEEISM:-**

It can reduce the absenteeism in the work place.

iv) **BOOST ENERGY:-**

Job enrichment can boost energy of employees by reducing boredom.

v) **SENSE OF ACCOMPLISHMENT:-**

Job enrichment provides employees a sense of accomplishment.

ANSWER 2:-

INTERNAL SOURCES OF RECRUITMENT:-

Best employees can be found within the organization... When a vacancy arises in the organization, it may be given to an employee who is already on the pay-roll. Internal sources include promotion, transfer and in certain cases demotion. When a higher post is given to a deserving employee, it motivates all other employees of the organization to work hard. The employees can be informed of such a vacancy by internal advertisement.

i) PROMOTION:-

Promotion implies vertical movement or advancement of an employee from a lower position to a higher one. Positions falling vacant in higher ranks may conveniently be filled up by promoting suitable employees from below. This promotion may be based upon both the seniority and merit. In good promotion policy, employees should know what will be the contribution of their seniority in merit for their promotion. The employee has the privilege of working in the real situations of the business so he does not feel any difficulty in case of promotion thus promotion leads to shifting an employee to a higher positions carrying higher responsibilities, facilities, status and pay.

Example:-

The best example of promotion is when employee promoted from manager rank to CEO.

Or in army captain promoted to major position.

ii) TRANSFER TO EMPLOYEE:-

Transfer involves the shifting of an employee from one job to another without special reference to change in responsibility, rank or compensation. Transfer is the change in a job equal to the old one in terms of pay, status and responsibilities. If the management finds that person is misfit or he will be more useful at some other place he is shifted. However it may significantly affect the efficiency and morale of the employee depending on the type of environment where he has been transferred.

Example:-

Assume there is a finance company called Allied bank Ltd. Having two branches, Branch alpha and Branch delta, and an employee from Branch alpha resigned from his job responsibilities. Hence, this position has to be filled for the continuation of the project in Branch alpha. In this scenario, instead of searching or sourcing new candidates, which is time consuming and expensive, there is a possibility of shifting an employee from Branch delta to Branch alpha

depending upon the project requirements and the capabilities of that respective employee. This internal shifting of an employee from one branch to another branch is called as Transfer or transfer to employees.

iii) DEMOTION OF EMPLOYEES:-

Employees may be demoted back to their original jobs. demotion shakes the morale and self-respect of employees so it should be avoided. Demotions are generally made when the promotion is conditional or court has disapproved or vacancy was temporarily caused by the leave of a senior employee.

Example:-

Captain is promoted to major rank but due to their poor performance. They demoted him back to major rank. Or in other cases sometime your boss give their own position for month due their visit to foreign but after trip you will be remove from boss position which is temporary and you will return to your original rank.

iv) RECRUITMENT OF EX-EMPLOYEES:-

This source of internal recruitment is adopted to re-employ the ex-employees of the organization. It may happen when employees who have left the organization are willing to re-join it. In such a case, the organization accords them priority and enterprise too gets trusted, competent and experienced employees.

Example:-

IQRA university call back to sir ZEESHAN for lecturer position.

v) EMPLOYEES OF THE ORGANIZATION:-

Employees of the organization communicate or inform about the vacant positions of the organization to their friends and relatives. In many organizations they allowed referring potential candidates for the suitable vacancies.

Example:-

my friend OSAMA coordinator inform me about the assistant coordinator position in IQRA university.

vi) NOTICE BOARDS:-

In this process the details of their vacancies are placed on their notice boards. Candidates can see or watch them and apply for the post according to their qualification, experience, skills and so on.

Example:-

IQRA university announces internship for their student so it will be mention on notice board because notice board works as a internal advertisement.

PRO AND CONS OF INTERNAL SOURCES OF RECRUITMENT:-

i) IT'S QUICKER:-

It takes less time to hire someone from within and the whole process.

ii) IT'S CHEAPER:-

The entire process is quicker and time is money so you will save money too.

iii) IT'S LESS RISKY:-

You actually know this person, you can get managers and staff to vouch for them and their record will speak for itself. This takes away a lot of the risk of hiring the wrong person.

iv) IT WILL IMPROVE YOUR EMPLOYER BRAND:-

When you do come to hiring someone external showing hard evidence that your company are willing to offer opportunities for progression is a real selling point.

v) SOMETIMES YOU NEED A FRESH AIR:-

Sometimes you need to bring a new person into a company to shake things up a bit, bringing fresh ideas and insights to the table.

vi) ESSENTIALLY HIRING TWO PEOPLE:-

You will also have to hire a second person to fill the promoted person's job. So you will essentially be hiring two people that you'll have to train up, instead of one.

vii) YOU ARE LIMITING YOUR OPTIONS:-

At the end of the day, recruitment is a numbers game and if you choose to only advertise a vacancy internally then then you are limiting your options.

ANSWER 3:-

DIFFERENT TYPES OF INTERVIEWS:-

i) **PATTERNED, STRUCTURED OR GUIDED INTERVIEW:-**

This is the most common method of interview. It is preplanned interview and more carefully designed to have a high degree of accuracy, precision. Under this type of interview a list of questions to be asked by interviewer is prepared in advance on the basis of job specification and to secure information from the candidate.

Example:-

In ISSB interview this type of interview taken same question aske from every person preplanned question are asked.

PURPOSE:-

The main purpose of this type of interview is fact finding and not awarding a judgment. It measures personality, motivation and interest of the candidate.

ii) **UNSTRUCTURED OR UNGUIDED INTERVIEW:-**

It is an unstructured and non-planned interview. Therefore it is called as “non-directed interview” also. It is designed to let the interviewee speak his mind freely. The idea is to give candidate complete freedom to sell himself without the encumbrances of the interviewer’s questions. It is not directed by pre-determined list of questions.

Example:

Our interview in futuristic art is this type of because no proper questionnaire free flowing conversation and we have freedom to sell ourselves.

PURPOSE:-

The interviewers look for trait of character and nature of candidate’s aspiration and his strength and weakness, manifest or potential.

iii) **DEPTH OF INTERVIEW:-**

The object of this interview is to examine intensively the candidates background and thinking and to go into considerable details on particular subject of an important nature and of social interest of the candidate. It is semi structured in nature and questions are used in key areas, which have been studied in advance by the interviewer.

Example:-

This type of interview taken by psychologists from patient also in army ISI.

PURPOSE:-

The capability of performance of the candidate in the specific area of work can be well-judged by asking relevant questions by the specialist interviewers.

iv) STRESS INTERVIEW:-

Under this type of interview the strain is put on the candidate deliberately. It is designed to test the candidate and his conduct and behavior by putting him under conditions of stress and strain, Usually the interviewer in such a stress circumstances asks questions rapidly, criticizes the interviewee's answers, interrupts him frequently, too many questions are asked at a time by many interviewers, makes negative remarks, tries to put him in an awkward situation, and carefully watches the interviewee's emotional stability and balance.

Example:-

This type of interview see in AIR FORCE where stress in the form of rotating chair which rotates at high speed asks question frequently from the pilots after every rotation to test the candidate patience and their mental health and stress level.

PURPOSE:-

The purpose of the interview is to find out how the candidate behaves in a stress situation and see whether he loses his temper, gets confused or frightened.

v) GROUP INTERVIEW:-

It is also called discussion interview. In this type of interview, group rather than individuals are interviewed. A group of candidates is given certain problem and is asked to come to specific decision within a given time. The interviewer sits over there and watches the interviewees.

Example:-

This type of interview mostly taken in army intelligence test where group of soldier are combined and task is given to them and psychologists watches their actions and many more things.

PURPOSE:-

The object of this interview is, to see how well individuals perform on the particular task or in a particular situation. It is designed to save time, labor and cost and to see how the candidates react to and against each other.

vi) PANEL OR BOARD INTERVIEW:-

In the panel or board interview candidate is screened by a group of interviewers who are specialists in their respective fields. This type of interview is just opposite to group interview. A candidate is interview by a number of interviewers and the questions are asked by them in serial or in random order.

Example:-

In 3 idiots movie there is a panel of experienced person who takes interview from RAJU RASTOGI. So this type of interview is called as board or panel interview.

PURPOSE:-

This type of interview pools the collective judgment and wisdom of the panel of interviewers in the assessment of the candidate. The members of panel of board jointly evaluate the performance of the candidate.

vii) FORMAL INTERVIEW:-

Formal interview may be held in the employment department by the employment officer in a more formal atmosphere with the help of pre-planned questions and schedule, with predetermined procedures and practices. It may also be called as planned Interview.

Example:-

In army when we are selected a proper interview officer takes interview of selected candidates and ask pre planned questions.

viii) INFORMAL INTERVIEW:-

It is an oral interview that may take place anywhere usually when staff is required urgently on some specific job, this type of interview is conducted. Informal interview is not at all pre-planned and scheduled. Informally the questions are asked to the candidates.

Example:-

Futuristic arts urgently need employees so they take our informal interview and ask oral questions from us.

ix) EXIT INTERVIEW:-

The exit interview is generally conducted at the time when an employee is leaving the business organization. The objective behind this interview is to know the opinion, view and feelings of the outgoing employee regarding his job and organization, and later on to develop/improve such policies in the light of deficiency so discovered.

Example:-

If I am leaving the job in futuristic arts so SHAHID SIR boss conduct interview for me to know the reason why I am leaving the organization

x) **SEMI STRUCTURED INTERVIEW:-**

A semi structured interview is a meeting in which the interviewer does not strictly follow a formalized list of questions. They will ask more open ended questions allowing for a discussion with the interviewee rather than a straight forward question and answer format.

xi) **INDIVIDUAL INTERVIEW:-**

In this type of interview, the interview takes place between interviewer and interviewee on one on one basis. It is two way communication between interviewer and interviewee. This communication is verbal as well as visual both.

PURPOSE:-

Individual interviews allow you to probe their attitudes, beliefs, desires, and experiences to get a deeper understanding of the users who come to your site. You can also ask them to rate or rank choices for site content.

ANSWER 4:-

EXTERNAL SOURCES OF RECRUITMENT:-

The External Sources of Recruitment mean hiring people from outside the organization. In other words, seeking applicants from those who are external to the organization. There are several methods for external recruiting. The firm must carefully analyze the vacant positions and then use the method which best fulfills the requirement. Following are the different types of external sources of recruitment:

i) **MEDIA ADVERTISEMENT:-**

The media advertisement is the most common and preferred source of external recruiting. The ads in newspaper, professional journals, give a comprehensive detail about the organization, type and nature of job position, skills required, qualification and experience expected. This helps an individual to self-evaluate himself against the job requirements and apply for the jobs which best suits him.

Example:-

Assume that there is a Sales Company called futuristic arts and packages Ltd which has got a new project of selling a blister foil to PATCO in a short span of time, as the competition is very high. In this scenario, choosing the specific recruitment plays a vital role. Here the ideal type of recruitment which should be chosen is Advertisement.

i) EMPLOYMENT EXCHANGE:-

The employment exchange is the office run by the government where in the detail about the job seekers such as name, qualification, experience is stored and is given to the employers who are searching for men for their organization. For certain jobs vacancies, it is mandatory for every organization to provide details about it to the employment exchange. It is the most common source of external recruitment that offers jobs to unskilled, semi-skilled and skilled workers.

EXAMPLE:

Oversea employment agency, ALTAYYAR oversea employment agency provide employment exchange services in Pakistan.

ii) DIRECT RECRUITMENT:-

The direct recruitment also called as factory gate recruitment is an important source of hiring, especially the unskilled workers or badly workers who are paid on a daily-wage basis. Here, the company puts up a notice on a notice board or on the factory gate regarding the jobs available, such that the applicant sees it and apply for the job directly.

Example:-

futuristic arts sending agency representatives to college campuses and other educational facilities to find freshly-trained or trainable talent.

iii) **CASUAL CALLERS:-**

The casual callers, also called as unsolicited applications are the job seekers who come to the well-renowned organizations casually and either mail or drop in their job applications seeking the job opportunity. This could be considered as an important source of external recruitment as the personnel department maintains the folder of unsolicited applications and call those who fulfill the job requirements, whenever the vacancy arises.

Example:-

IQRA university make a list of candidate who seek the jobs and when vacancies arises in university they call each one of candidates.

iv) **EDUCATIONAL INSTITUTIONS OR CAMPUS PLACEMENT:-**

Creating a close liaison with the educational institutes for the recruitment of students with technical and professional qualifications has become a common practice of external recruitment. Here, the companies visit the technical, management and professional colleges to recruit the students directly for the job positions. The recruitment from educational institutions is also termed as campus recruitment.

Example:-

When big multinational companies visits to IQRA university and hire students from university.

v) **LABOR CONTRACTORS:-**

This is the most common form of external recruitment wherein the labor contractors who are either employed with the firm or have an agreement to supply workers to the firm for the completion of a specific type of a task. This method is again used for hiring the unskilled and semi-skilled workers. The contractor keeps in touch with the workers and sends them to the places where their need arises. In doing so, the contractors get the commission for each worker supplied.

Example:-

Hays in ITALY labor contractor who provides employees to an organization by simply taking commission. These are simply called as brokers, agents etc.

vi) **WALK-INS:-**

This is again a direct form of recruitment wherein the prospective candidates are invited through an advertisement to come and apply for the job vacancy. Here, the specified date, venue, and

time are mentioned, and the candidates are requested to come and give interviews directly without submitting their applications in advance.

Example:-

We move to futuristic arts for interview without submitting our application and sir SHAHID and sire SHAHZAEB ANWER take our interview.

vii) E-RECRUITING:-

The e-recruiting means searching and screening the prospective candidates electronically. There are several online job portals that enable the job seekers to upload their resume online which are then forwarded to the potential hirers. Such as naukri.com, monster.com, shine.com, etc. are some of the well renowned online job portals.

Example:-

for example by employers advertising online and employees making job applications online

viii) A WORD TO MOUTH ADVERTISEMENT:-

Word-of-mouth advertising means that your customers tell other people about your business and their experience using your company. This type of advertising happens naturally in many cases when people want to share their experience with those they know. It is the best way to full fill the vacant position in organizations.

Example:-

When my friend tell me about vacancy in the KFC so I can trust it easily because word to mouth is the effective way of communication.

PROS AND CONS OF EXTERNAL SOURCE OF RECRUITMENT:-

PROS OF EXTERNAL SOURCE OF RECRUITMENT:-

i) IT CAN BRING FRESHER SKILLS AND INPUTS TO THE TABLE:-

When you hire candidates externally, you will have better possibility to identify and find individuals who are capable of delivering new skills and inputs for the growth of your

organization. This means that external recruitment can make things clear and better for your bottom line.

ii) **IT PROMOTES BETTER COMPETITION:-**

Recruiting new talents outside of your company will give you the chance to face better competition. In most cases, companies look for candidates who have the capability of handling certain skilled jobs and those who possess risk-taking ability. And through this method, you will be able to meet these types of characteristics in the candidates through the interview process.

iii) **IT IS A GOOD WAY TO GET IDEAS FROM OTHER BUSINESSES OR INDUSTRIES:-**

One smart factor that you will be able observe from external job applicants is that these people will be able to offer ideas that are new and unique to you, which they gained from working for other companies in the past. This means that you will be able to gain insights about other aspects in your competitors and other industries.

LIST OF CONS OF EXTERNAL RECRUITMENT

i) **IT RECRUITS CANDIDATES WITH LIMITED UNDERSTANDING OF YOUR COMPANY:-**

When you hire a candidate through an external recruitment process, there will be a huge possibility that this individual have less chance of understanding your organization's environment, which can make a big difference in your future activities. This also means that there will emerge some sort of issues that you will need to rectify to help him/her to understand the way things are done.

ii) **IT IS TIME-CONSUMING:-**

One huge disadvantage of external recruitment is that it consumes more time, as you need to post advertisements of your recruitment drive and go through a possibly huge pool of applicants in order to select the best candidate for the vacancy that you have to fill. As it involves a number of processes, external recruitment takes a bit longer than internal hiring.

iii) **IT COMES WITH ISSUES OF MALADJUSTMENT:-**

There is also the possibility that the new employee may not be able to adjust with the new environment and the existing employees. This can result to unfavorable situations, such as people leaving your organization. As with any method of hiring, external recruitment carries both pros and cons. And when you have a job vacancy in your organization, it is best to weigh down these things first before you go on.

HUMAN RESOURCE MANAGEMENT