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Course Title: HRM

Instructor: Sir Shahzeb Anwar

Program BBA

Total Marks: 30

Note: Attempt all Questions and Submit back the answers in MS Word file with your name, ID.

Q. 1: Why is Human Resource Management important for all Managers?

(10)

Ans. 1: Human Resource Management (HRM) is deals with the issues related to compensation performance management, organization development, safety, wellness, benefits, employee's motivation, employees training and others. With such an environment the effectiveness of HRM is crucial to business success.

The remit of the Human Resources department encompasses an entire organization and plays an increasingly important strategic role. As well as that, it is also an invaluable resource for time-poor managers who can rely on HR professionals for a wide variety of tasks.

This broader range of responsibilities, as well as a deeper understanding of an organization's most important asset its people means the HR department has emerged as a true support for all managers. Here are four critical areas where HR management helps managers.

Oversee staff recruitment:

This is a key area where HR helps managers. The HR oversees the recruitment process, from the initial job posting, setting of salary and benefits package and screening of applicants to scheduling and participating in interviews. The HR team can take the burden off management in these early stages by filtering down the applicants to a select few through various methods, including interviews and assessments. HR staff have the necessary experience to identify qualified candidates who are best suited to the organization.

They will also be well vetted in standard hiring processes and will have the knowledge to complete any necessary paperwork. At the latter stages, managers can become involved in the interviews, confident that they are speaking with the top candidates for the job. This saves managers considerable time and effort and ensures that offers are being made to the most suitable candidate for the job.

Complete induction of new employees:

The HR team also oversees the on boarding of new staff, ensuring they are brought up to speed on the organizational structure, specific corporate guidelines and ways of working. They will typically conduct induction with new staff, helping them to become familiar with their role and the wider organization. Again, this is a significant help for managers, not only do they save the time in familiarizing new staff, they will also know that new employees who have completed HR on boarding will understand the way in which the company works, and what is expected of them. This ensures new employees hit the ground running and managers can take over, guiding them on the specific aspects of their role.

Focus on employee satisfaction:

We've established in previous blog posts just how important staff engagement is to an organization. The HR department plays an important role in this area: HR specialists work with managers to create training and development programs that are essential to fostering a good employer-employee relationship, they guide managers on nurturing staff morale and satisfaction levels, they act as the liaison between employees and an organization – organizing focus groups, conducting employee surveys, assessing employee feedback on their role, their manager, the organization. In short, they work hard to promote employee engagement within the organization and ensure that any hints of dissatisfaction are identified early so that a resolution can be found.

Ensure fair employment practices:

The HR team also work to reduce an organization's exposure to unfair employment practices. This is an invaluable role, and a specialist one. Managers may not be aware of the finer details of employment law, and not fully understanding the minutiae, they could fall foul of legislation. The HR team will have a specialist who works to identify, investigate and resolve workplace issues that, if unnoticed, could see an organization running afoul of anti-discrimination or harassment laws.

HRM is important to all managers because no manager wants to:

- Hiring wrong person for the job
- Employees not doing their best
- Wastage of time in useless interviews
- Company taken to court due to discriminatory action
- Potential losses due to lack of training
- Unfair labor practices
- Experience high turnover
- Have some employees think their salaries are unfair and inequitable relative to others in the organization.

On the bases of above reasons HRM guide managers to establish systems for performance development, career successions planning and employee's development. HRM also guide managers to keep employees motivated, happy, personally engaged, and contributing to

company success and as well as helps to develop organizational culture and climate in which employees have the competency, concern and commitment to serve customer well. HRM helps managers to give an excellent starting point for company future development.

Q. 2: Write briefly about operative functions of HRM?

(10)

Ans. 2: The Operative function are the function which as the organization to operate is day to day business activities or Are those tasks or activities which are specifically entrusted to the human resource or personal department such as Job analysis, Staffing, Training and Development, Performance appraisal, career planning, compensating and benefits, industrial and labor relation.

There are Five main function of Operative Function which are:

1. **The Procurement Function:** are those task or activities which start procuring people from the market on the bases of needs of the organization such as
 - How much member of people we want for organization
 - For which particular department we want people
 - What category of people we need
 - What qualification or skills are required for the employees to be hiring in organization

In a nature this procurement function includes Manpower planning, Job analysis, recruitment, Human resource planning, placement, induction and orientation, internal mobility and selection of employees that are we have procured from the market we have putting at the various position in organization which means putting the write people with the write job.

2. **The Development Function:** Once we hired the employees from the organization all this is management responsibility to develop them according to organization need so we arrange development program for them, training program for them and we try to develop them as per organization requirement. Which department they are in on the bases of the changing scenario of that department on the bases of that department try to train them.
This includes training, executive development, career planning and development, human resource development.
3. **The Compensating Function:** the most important HR department function is compensating function. This function is related to determine accurate remuneration of the employees to words their contribution in the organization.
Compensating refers to the salary and other monetary and non-monetary benefits passed on by a firms to its employees. It helps to keeps the employees motivated and brings the best out of them at workplace.
This includes Job design, work scheduling, motivation, job evaluation, performant appraisal, compensation administration, incentives and benefits.

4. **The Integration Function:** is the process which integrating the various sources of organization on such a minor so that they shouldn't be conflict of interest. Once we have hired employees we have place them, we have starting pay them, we have integrating them and we have developed them.
This includes Grievance redresser, Discipline, Teams and Team work, Collective bargaining, Employee participation and Empowerment, Trade unions, Employers' associations and Industrial relation.
5. **The Maintenance Function:** for smooth functioning of an organization the employees have to ensure that employees are provide with good working conditions so that their efficiency can be increased.
This includes their safety, Security and measures applied for their comfort.

Q. 3: From Ethical point of view in HRM, discuss employees' health and safety and privacy issues?

(10)

Ans. 3: Health and Safety: much of the industrial work is hazardous. This is because of the extensive use of high speed and noisy machinery production processes requiring high temperature an increasing reliance on chemical compounds. Accidents injuries and illnesses are likely to occur under these circumstances. Over past decade new categories of accident and illness have emerged including the fast growing job safety problem of office injuries.

Addressing health and safety-related issues in the workplace can be a sensitive and confusing process for employers. Typical employer-related questions include, but are not limited to, the following:

1. If an employee calls in sick, am I allowed to ask what's wrong?
2. If an employee is out for three or more days, should he or she bring a doctor's release when he or she is ready to return to work?
3. I suspect an employee is on medication that is affecting his or her ability to do his or her job. May I ask what's wrong and if he or she is on medication?
4. I know one of my employees is going through a difficult time in his personal life. He told me all about it. I suspect the employee is suffering from depression because his performance has declined. May I tell the employee to seek professional help for his depression?
5. One of my employees has been out on a leave of absence. Her doctor has released her to return to work tomorrow. I don't think she is ready to do her job; after all, stress is what triggered her medical condition. May I tell her that she is setting herself up for failure and to take a few more weeks off?

6. We are a small employer with 16 employees. I have an employee that has requested to leave at 3 p.m. to receive chemotherapy treatment two times a week for the next two months. Am I required to approve this time off request? If so, am I required to pay the employee?

With the exception of a few minor details, it's likely you have had to address one of the six examples outlined above. If these issues are not handled properly, you could be creating liability for the company. Additionally, you could be denying your employee of certain rights under various federal and/or state laws.

If you're not certain what is required of an employer in the above scenarios, you're not alone. How you handle these issues depends on what's required by law, the size of your company, past practices and your company policies.

Here, we'll look at general guidelines regarding the above examples. However, it's imperative that you work with an employment attorney or HR professional for more guidance.

The following are some best practices for the common questions outlined above:

1. Yes.

You may ask an employee why he or she is not reporting to work that day. If it's the cold or flu, etc., you should briefly document "on 8/14/12, I spoke with John. He called in sick today. He has the flu." Beyond John's initial response, though, it is not acceptable to pry into details about any illness or injury given as the reason for the absence.

2. Yes.

It's a good practice to require employees to provide a doctor's release if they miss three consecutive days of work or more. If you require a release, make sure you are consistent and include this requirement in your Employee Handbook and/or a separate absenteeism policy.

3. No.

Don't play doctor. This type of question may raise concern under the Americans with Disabilities Act of 1990 (ADA). The ADA applies to employers with 15 or more employees. Instead, focus on the performance issue(s). If the employee informs you that he or she is on a medication which is affecting his or her ability to do the job, work with your attorney and HR department on determining which federal and state laws are applicable.

4. No.

This is similar to the best practice guidance given in response to question number three. Focus on performance. If the employee informs you he has a lot of personal issues going on, provide him with resources, if possible. For example, an Employee Assistance Program (EAP) may be available.

5. No.

Again, don't play doctor. You need to defer to the doctor's assessment and recommendation. If the employee returns to work and there are performance issues, address the performance issues. If the employee informs you his or her medical condition is affecting that individual's ability to do his or her job, then you should discuss possible job-related modifications with your attorney and HR department.

6. Probably.

ADA applies to employers with 15 or more employees. This type of situation would most likely be considered a reasonable accommodation. In regards to paying the employee, the answer is going to depend on if the employee is exempt or non-exempt. If exempt, yes, provided he performed work that day—to do otherwise would potentially violate the Fair Labor Standards Act (FLSA), thereby compromising the exempt status of the employee. If non-exempt, no; you are only required to pay for hours worked.

As mentioned above, these are just general best practices. It's important to work with your employment attorney and your HR professionals to determine what the correct answer would be to your employee-specific health issues.

- Chemical (asbestos, solvents, chlorine)
- Biological (tuberculosis, HIV, hepatitis, molds)
- Physical (noise, heat and cold, radiation, vibration)
- Ergonomics or Repetitive Strain Injuries (carpal tunnel syndrome, back injuries)
- Psychological (stress)
- Strength, or potency, of the agent.
- Amount of the agent that is present.
- How long you are exposed to the agent.
- Part of your body that is exposed
- Slips, trips and falls
- Being caught in or struck by moving machinery or other objects
- Fire and explosions
- Transportation and vehicle- related accidents
- Confined spaces
- Violence
- Improper labelling, handling or storage of certain materials can pose a risk of fire or explosion.
- Every workplace should have an evacuation plan for getting people out of a building in case of fire and an alarm or alert system to quickly inform employees of an emergency.
- Every worker should be trained on what to do in case of an emergency.

Privacy: is to protecting employee's private life from intrusive and unwarranted actions the employee believes that his or her Religious, Political and Social beliefs as well as personal life style are private matters and should be safe guarded from being snooped or analysed. Exceptions are permitted grudgingly only when job involvement is clearly involved.

For Example: it may not be inappropriate to intrude into an employee's private matter if it is suspected that he or she discusses with competitor through email messages the specification of newly developed product not yet launched into the market.