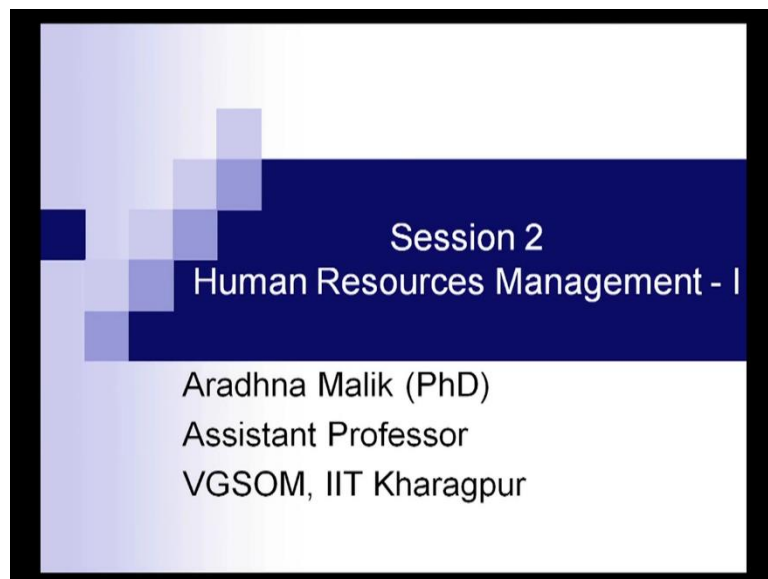


Principles of Human Resource Management
Prof. Aradhna Malik
Vinod Gupta School of Management
Indian Institute of Technology -Kharagpur

Module No. #01
Lecture No. #02
Job Analysis and Design
HR Planning and Recruitment

Welcome back, to the second session on Human Resources, Part One. let us first go over, what we did last time.

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Sources

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I told you about the sources, I will be using for this course.

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Basic concepts

(Gomez-Mejia, Balkin & Cardy, 2012)

- Human resources (HR): “People who work in an organization”
- Discuss whether the above should be called ‘personnel’ or ‘human resources’ and why?
- Manager: “A person who is in charge of others and is responsible for the timely and correct execution of actions that promote his or her unit’s success
- Line employee: “Employee involved directly in producing the company’s good(s) or delivering the service(s)”
- Staff employee: “An employee who supports line employees”

Some concepts, that we covered, human resources, I asked you to discuss, stopped the session midway and discussed, whether the above should be called, personnel or human resources, and why. I also told you, who are manager is, who line employees are, and who staff employees are.

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HR managers try to answer the following questions (Cascio, 2003)

- Who specifies the content of each job?
- Who decides how many jobs are necessary?
- How are the interrelationships among jobs determined and communicated?
- Has anyone looked at the number, design and content of jobs from the perspective of the entire organization? What is the big picture?
- What should training programs stress?
- How should performance on each job be measured?
- How much is each job worth?

Okay. Now we covered, what human resources, or the field of human resources encompasses. This is the list of questions, that human resources personnel usually try to answer. Human resources managers try to find out, who specifies the content of each job, these are the questions, that they answer.

So, how the content of each job is specified. How many jobs are necessary for an organization? How are the inter-relationships among jobs determined and communicated to people? The number design, and content of jobs, from the perspective of the organization. What is the big picture? How does all this fit in? What should training program stress? How should performance on each job be measured? And, how much each job is worth? And, some of these issues, will be covered in today's class.

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Basic Concepts

(Cascio, 2003; Gomez-Mejia, Balkin & Cardy, 2012)

- Business processes: "Value adding, value creating activities such as product development, customer service, & order fulfilment"
- Business process re-engineering: "Fundamental re-thinking & radical re-design of business processes to achieve dramatic improvements in cost, quality, service, & speed."
- Job design: "The process of organizing work into the tasks required to perform a specific job"
- Job analysis: The process of obtaining information about jobs
- Job description: An overall written summary of task requirements
- Job specification: An overall written summary of worker requirements
- Work flow: "The way we work is organized to meet the organization's production or service goals."
- Work flow analysis: "Examin[ation of] how work creates or adds value to the ongoing business processes"

Some concepts that, we will be talking about today, are business processes. Business processes are value adding, value creating activities, such as product, development, customer service, and order fulfilment. Okay. These are some of the activities, that an organization undertakes, in order to create value for its customers. The second concept that, we will be using in today's class is, business process re-engineering, which is fundamental re-thinking, and radical re-design of business processes, to achieve dramatic improvements, and cost, quality, service, and speed.

So, these are the, you know, how we shape, how we modify, how we adapt, our business to the changing environment. In the last class, I had focused a lot on, how environment changes, and how these changes, affect the way, we deal with the processes and the goals, of our organization. Today, we will be talking about the, how we can adapt to these changes. Then, the third concept that, we will be talking about, will be job design, which is the process of organizing work into the tasks required to perform a specific job. When we talk about a specific job, it is an independent unit of contribution, towards the organization's goals. Okay.

So, a job is one unit, a stand-alone piece of work, that can contribute independently, to the overall goal of the organization. And, if that unit is missing, something remains missing, in the overall goal of the organization, that is what, we call as a job. Job analysis is the process of obtaining information about jobs. How do we know, what needs to be done? What are the steps, how do we know all of this? So, we will be talking a little bit about that, and then, we will be talking about job description. In order to get people to do, what we need them to do.

We need to tell them about, what needs to be done? And, job description does specifically that. Job specification is a summary of worker requirements. So, job description is, what we need to do. Job specification is the worker requirements. what kinds of skills, do we want our employees to come with? Workflow is the way we work, and the way the work is organized to meet the organization's production or service goals.

So, workflow is, what we do, how we do it. The sequence of events in the performance of a job. Workflow analysis is the examination of, how work creates or adds value to the ongoing business processes? How do processes add value? How do these steps, add value? Does anything need to be changed, does anything need to be added, does anything need to be deleted. All of this contributes or constitutes workflow analysis.

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Why do we study, Job requirements? The first reason is organizational structure and design. We study job requirements to find out, what kind of a structure, and what design will our organization have. What do we need to do, will ultimately help us decide, what shape to give to our organization? Human resource planning. How do we plan? How many people do we get? What do we need to look at? What do we need to consider? What do we need to adjust? What do we need to modify? Job evaluation and compensation is another reason.

We need to know, what needs to be done. So, that we can find out, how much time it will take for us to do it, or for, each employee to do it. How much we need to pay them? What we need to

give them? What kind of benefits and services and privileges do they need to get? Then, Recruitment. Recruitment is the identification of potential employees. Okay. Recruitment refers to the identification of people, who can do the job, that we want done.

So, we identify them, we contact them, and then, we select from that pool, the employees that we want to keep. Okay. Recruitment is sending out. Recruitment is identifying, letting people know that, they are in this pool of candidates, who are equally qualified or equally competent to do the job. In other words, it could also be referred to as, shortlisting. The shortlisting is different, but recruitment is of course, one step ahead of shortlisting, where people are actually called, and then finally, they are selected from that pool. Okay.

They will be called for an interview. But, they make it to the final round of interviews. They are all, equally qualified, equally competent. And then, we decide, which of these, you would like to keep. Okay.

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Then, we come to selection. That is another thing, we will talk about, how do we find out, who can do the job, that we need them to do. Orientation training and development. Once we take the employees in, the employees into our organization, what do we do with them. We need to tell them about the organization. We need to help them, become comfortable in their workplace. We need them to learn, how to do, what we need them to do. We also need to train them sometimes in essential activities.

We also need to help them, develop their skills. So, that their personal goals can be met, at some point through the organizational goals. So, all of that also, you know is, included in the responsibilities of the human resources manager.

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The other thing, we need to do is, performance appraisal. Once they start doing their job, we also need to evaluate their progress in that job. We also need to find out, what they are doing, how much they are doing, where they need help, where they need guidance, where they need to be checked. Okay. So, all of that constitutes performance appraisal.

Then, career path planning. We all want to grow. One is learning. Satisfying our personal goals. We all want to know, if we join as trainees, we all want to know, how we can get to the next higher level. So, that refers to all, that becomes career path planning. Then, labor relations. Wherever there is a pool of people, who are doing a lot of hands on work, and there is a pool of

people, or there is a collection of people, who are telling them, what to do, there is bound to be conflict. Because, many of us are not able, to see the big picture, from the perspective of our superiors, who could be 3, 4, 5, levels ahead of us. Somebody needs to tell us. Okay.

So, somebody and you know, despite the best efforts of the management, and despite our commitment to our organizations, many times, conflicts can occur. So, how do we relate to this organization, that we are a part of. The human resources manager helps employees, become comfortable in their positions, within the organization. It helps the employees, find out, where they fit in the organization. It also helps the, or the human resources manager also helps the organization see, which employee is contributing, how. You know, what is the independent contribution of each employee to that organization, and helps develop a value for the organization, and for the employee.

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So then, labor relations. Of course, how do people talk to each other. Then, engineering design and methods improvement, job design, safety. Again, we discussed all this, last time. Vocational guidance and rehabilitation counselling. In case, people get hurt on the job, how do they get rehabilitated. Or, if there is a problem, and they take a hiatus from work, how do they come back and integrate within the organizations. So, all that becomes the responsibility of the human resources manager. And, job classification systems. How do we divide up jobs, and put them into different categories, and then decide, compensation, systems, benefits, etcetera, for them?

So, for all of these reasons, we need to find out, what needs to be done, and who can do it, and how many people are required for a particular job case. These are the reasons, why we need to study, job requirements.

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Types of organizational structure

(Gomez-Mejia, Balkin & Cardy, 2012)

■ Bureaucratic organizational structure:

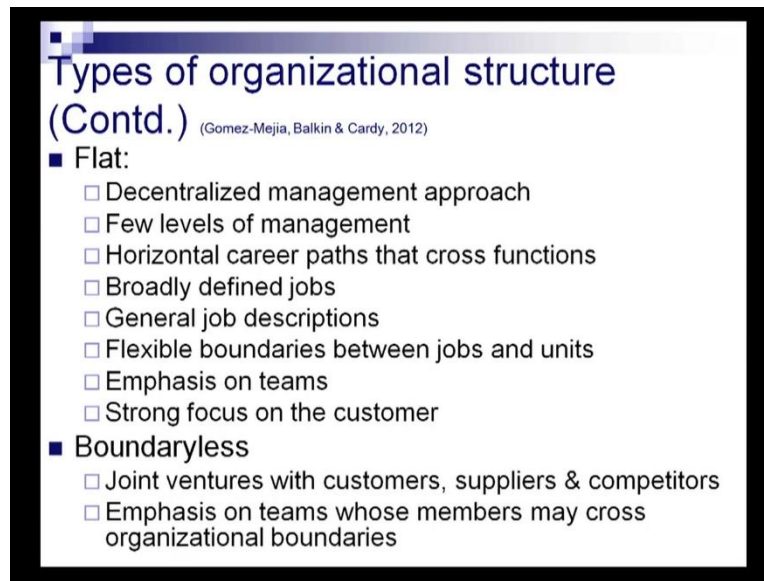
- ☐ Top down management approach
- ☐ Many levels of management
- ☐ Hierarchical career paths within one function
- ☐ Highly specialized jobs
- ☐ Narrowly specified job descriptions
- ☐ Rigid boundaries between jobs & units
- ☐ Employees or individuals working independently

Types of organizational structure. The first thing, we talked about, was the organizational structure and design. So, let us find out, what kinds of organizational structure, there are. The first one is called bureaucratic organizational structure, which is very clear straight-forward, top-down, vertical pyramidal structure. There is a top-down management approach. So, the bosses decide, what needs to be done. They tell the junior employees, and junior employees just go ahead and do it. There are many levels of management. There are hierarchical career paths within one function.

So, it is very clear, how the employee, or how the junior employee will, sort of, move on to the senior position. What is required? what needs to be done? All of this will be there. Highly specialized jobs are there. Are, boundaries are clearly defined. We know, what we can do, or what we are empowered. I would not say, what we can do. We can do a lot of things, but what we are empowered to do. Okay. Narrowly specified, highly specialized jobs. There are different people, can do only the things, that have been assigned to them.

Narrowly specified job descriptions. They are highly trained, but their span of control is very small. There are rigid boundaries between jobs and units. So, what you can do, may not be done by another person. There is very little inter-dependence. There is inter-dependence, but we work independently. And, we do not really interact. we do not take suggestions from each other, in order to work. We know, what we need to do. And, our work may be linked to another person. But, we do not need the advice or suggestion of another person, in order to do, what we want to do. We are essentially working within our own authorized boundaries.

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The second types of organizational structure, there is the flat organizational structure. Now, no organization can be completely flat. Okay. Bureaucratic organizational structure, essentially deals with position centered organizations, where everything that we do, is defined by the position, we are in. In a flatter or a more horizontal organizational structure, there is a decentralized management approach. There is a focus on skills. And, how skills are contributing to the organization. There are fewer levels of management, everybody gets together in teams. Positions are decided on the basis of the job, that is required to be done, and not the other way around.

So, the job does not determine the position. Sorry. The position does not determine the job, the job determines the position. What is required to be done, is what governs. How many people, there are going to be in a particular team, and that is what governs. What needs to be done, and who will do. What as opposed to a bureaucratic organization, where everything is determined by the position one is in. Then, there are horizontal career paths, that cross functions. So, in a flat organization, there are, we learn more. You know, the focus is not on rising above the hierarchy, the focus is on learning more.

So, we can be a member of more and more work teams. Broadly defined jobs. So, one could be doing one thing, and could not move on to the next job, very soon. But then, the job descriptions. The jobs, the units, are broadly defined. People are doing, more than one thing. Their boundaries are not very clearly defined. They could be doing, two distinctly different things. Just because,

that is the requirement, in need of the hour. There is an emphasis on teamwork. There is an emphasis on collaboration. There is an emphasis on doing things together, just to meet the needs of the organization. There is also a strong focus, on the customer.

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There is a focus on, what the customer could need from the employee. Boundaryless organizations are the, and then, the other structure that, we are dealing with is boundaryless organizations. Which is the new type of structure, that has come up these days. So, there are joint ventures with customers, suppliers, and competitors. Everybody gets together, gets the job done. Emphasis is on teams, whose members may cross organizational boundaries. So, there is no real boundary. There is no job description. Anyone and everyone, who can help, becomes a part of that team. And they are looking these, these boundaryless organizations are the ones, that take in consultants, as and when they require them.

So, person could be working, for more than one organization, at one point of time. There is a clause, however that, you cannot work for competitors. And, they will tell you, which ones, you need to declare to the second organization. Which organization, you could be working for next, as long as their past, do not cross. It is okay. I mean, there are rules.

There also, but the rules are few and far between your boundaries. The rules are there, the boundaries are not so rigid. It is actually, boundary less. You do several things in one shot. A lot of, one application of this, is the modern-day call center. Where, one call center is handling, the accounts of several organizations, just to respond to queries, coming from customers.

Again, I am sitting here, on the 16th of September 2015. This is the date, on which, this recording is taking place. I do not know, when you will get to hear it. Probably now, maybe if this recording, stays for a longer time, you could hear it even later, and this could become the done thing, at that time.

This kind of a classroom is also boundary less. It is a joint venture with customers, suppliers, and competitors. There are so many open, online open courses, in the market. There are so many video courses in the market. And, our course is just one of them. So, you know, this is the boundaryless organization. As this lecture is being recorded, there are no students in front of me. All I see, in front of me, is a camera, and a clock, and a screen, that is displaying, what is being recorded.

It is an empty room. I am sitting in an empty room, and the recording is going on. And, I taught or I teach a class. I did not teach a class today, because there is an examination today. But, I could be teaching a class, in the morning, in the organization, that I am a part of. And, I could also, you know, that is what, I would have done. And, I probably do that next week. I teach a different class in the morning, and then, since this is being recorded by the same organization, it is still not so boundaryless.

It is just another project. But, this is not the only thing, I am doing. I am teaching in different formats, to different sets of students, on the same day, sitting in the same office. This is a boundary less organization. I do not have students in front of me. My students will listen to this lecture, several weeks, or several months, after this has been recorded. There is no boundary. There is no limit, to the extent to which, these things can take us.

And, this is the modern-day organization. You have a professor, who is recording things at her own convenience. You will listen to it, at your own convenience, and maybe, at a mutually convenient time. I will come online and answer your queries. So, I am supposed to interact with you, maybe once or twice in a month-long course, and that is about it. Okay. So, you know, you and, that is so different from the regular courses, regular classes, that we participate in.

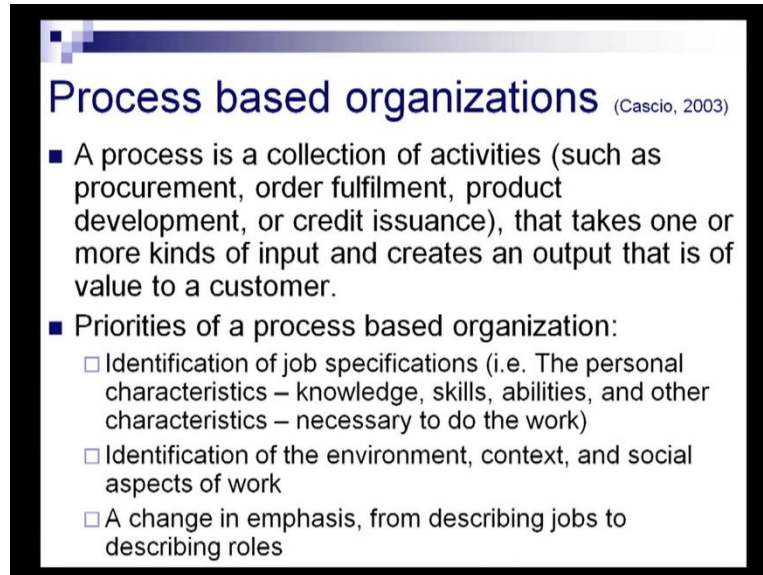
Where we go to school or college, at a set time. And, the teacher comes and takes attendance. And then starts with the class. And then scolds you for coming in late. And then gives you assignments, gives you feedback. Feedback will be given to you. Assignments will be given to you. Tests will be given to you. But, not really at a set time. It will be staggered according to your convenience and according to my convenient.

So, we are able to do, so many things at the same time. I am of course, in the same profession. But, a person, who is in the industry, could be sitting here, as a teacher, as an expert, and still be doing this. This is an example of a boundaryless organization. It is great, but it poses a massive challenge for a human resources person, for a human resources manager, for a human resources department. How do you monitor these employees? I am amazed at, how expertly, the human resources personnel, at IIT Kharagpur, are able to take care of all of these things.

They are, you know, looking at my, I mean of course, my organization gives me a task, and I do it. But, wherever there is additional remuneration involved, wherever there are additional scheduling things involved, wherever there are additional people involved, everything is you

know, collop, everything is adjusted, everything is managed, with such finesse. And, it amazes me, as to how, they can keep records of, so many activities, that so many people are doing, at the same time. This is the challenge of the modern-day human resources environment. (Refer Slide Time: 22:22).

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Process based organizations (Cascio, 2003)

- A process is a collection of activities (such as procurement, order fulfilment, product development, or credit issuance), that takes one or more kinds of input and creates an output that is of value to a customer.
- Priorities of a process based organization:
 - Identification of job specifications (i.e. The personal characteristics – knowledge, skills, abilities, and other characteristics – necessary to do the work)
 - Identification of the environment, context, and social aspects of work
 - A change in emphasis, from describing jobs to describing roles

Then, we have process-based organizations. A process is a collection of activities, such as procurement, order fulfilment, product development, or credit issuance, that takes, one or more kinds of input, and creates an output, that is of value to a customer. So, there are priorities of process-based organizations.

These are organizations, that follow a set process, they could be manufacturing, they could be service industries, they could be, you know, a financial institution. But, a set process is followed, in order to, ensure the quality of the delivered product or service. So, there is an identification of job specifications. There is an identification of the work environment, context and social aspects of work, and a change in the emphasis, from describing jobs, to describing rules. The job will get done, as long as the rules are specified. And, these are the priorities of a process-based organization.

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Job characteristics theory

(Gomez-Mejia, Balkin & Cardy, 2012)

“States that employees will be more motivated to work and more satisfied with their jobs to the extent that jobs contain certain core characteristics, as these will lead to psychological states that will further lead to specific work outcomes.”

■ Core job characteristics:

- Skill variety: Degree to which a job requires a person to do different things
- Task identity: Degree to which a person can do the job from beginning to end with a visible outcome
- Task significance: Degree to which the job has a significant impact on others – inside & outside
- Autonomy: Amount of freedom, independence, & discretion the employee has in areas such as scheduling the work, making decision, & determining how to do the job
- Feedback: Degree to which the job provides the employee with clear & direct information about job outcomes & performance”

Job characteristics theory, very important. This theory states that, employees will be more motivated to work, and more satisfied with their jobs, to the extent that jobs contain, certain core characteristics. As these will lead to psychological states, that will further lead to, specific work outcomes. I love this theory. You know why. Because, this theory really emphasizes, the need of treating human beings as human beings. something needs to be done. Yes, who is going to do it. I am going to do it.

Why should I do anything. why should I do anything at all. Because, I am motivated to do it. What will motivate me. My environment, internal and external environment. Internal environment cannot be controlled by the organization, that I am a part of. But, the external environment can be modified. So, what in the external environment will motivate me, the skill variety. Some of us get motivated, with a variety of skills, that we use in our work environment. That is the big motivating factor. I am not doing the same boring, routine, mundane, work every day.

Someday, I am using my analytical skills. Someday, I am using my persuasive skills. Someday, I am using my physical ability. Okay. Someday, I am using my patience, when I correct papers, that have been written by students. where students do not respond to questions properly. So, that day, my patience is being tested. My honesty, my integrity, my fairness, is being tested. Okay. Skill variety. Okay. Task identity is the other core job characteristic. Task identity is the degree to which, a person can do the job, from beginning to end, with a visible outcome. Many of us, do not feel comfortable, with us not being able to see the results of, what we have done.

We are so keen. We desperately want to see, the outcome of whatever, we have done. Okay. So, that is called task identity. If a job gives us an opportunity to start, and then, see the end-product. In academics, the end-product is a person, a student, who comes with, one set of skills, and leaves with an advanced, more polished, set of skills, at the end of two years, with an MBA degree in hand, with a great job in hand.

That is the outcome, that all of us are looking for. And then, comes and tells us, mam, this is because of, what you taught me in class. One thing, that you taught me in class was helpful, that serves a such a big pat on our backs. When we go, and meet our alumni, and they say mam, you scolded me, but you taught me, something very important.

That is such a big plus for a teacher. Such a big achievement. We do not see it, in the first few years. So, we feel lost. But after that, we start seeing these things, and it becomes such a big motivator. I am able to see the result, of my efforts, may be a little later. Okay. And, that forces me, to stay in a job, that requires, that demands, so much of my time and effort.

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Autonomy, amount of freedom, independence, and discretion, an employee has in areas, such as scheduling the work, making decisions, and determining, how to do the job? how much independence do I have? I am here, same like this, till 8, 9, 10, at night, sometimes. And the amount of autonomy, I have here is, I have so much of independence, so much of control over, what I am able to do at work. That itself is a big motivator.

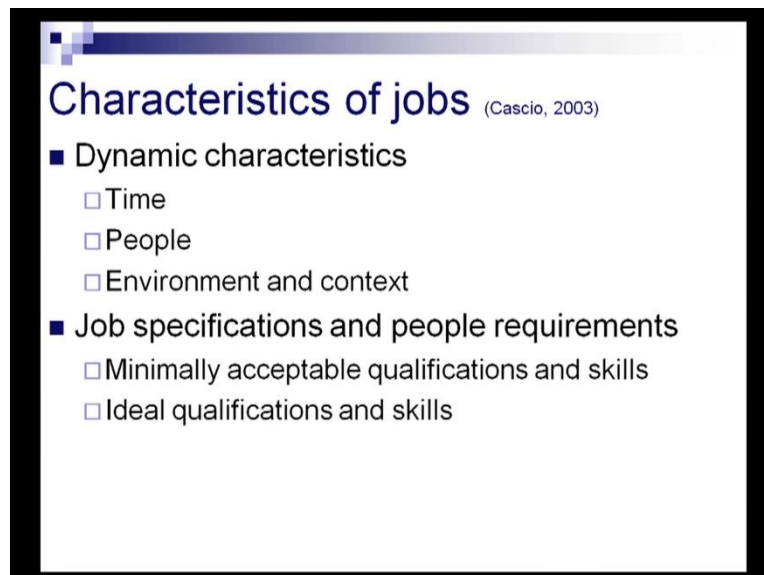
If you are not comfortable with too many instructions, I think teaching is one profession, that you should seriously can consider, coming to especially in a place like IIT. We are given a free hand. The boundaries are defined, but we are given enough space and encouragement, to spread our wings. And, that is such a big motivator. I want to stay in this job, only because, one of the big reasons is the freedom, I have given to learn. There is no time limit on the amount of time, I can spend in my office, just polishing my skills as a researcher, and as a teacher.

There is no limit to the amount of support, I can get from my organization. If, I am able to convince them that, I need the support to polish my skills as a researcher, or as a teacher. And that is so big. I tell them off, I let them know, what my requirements are. And, everybody comes together to support me. They do not question my need for anything here, as long as, they are convinced that, I am doing this, in the best interests of my students. And that itself, they believe

that, I am doing, whatever I am doing, is for the betterment of my students. So, that is the autonomy, I am talking about. So, that is one of the characteristics.

Feedback. Feedback is the degree to which, the job provides the employee, with clear and direct information, about job outcomes and performances. As long as my supervisor needs me, and tells me, where I need to improve. And also, gives me some sort of positive reinforcement, and tells me great. You have done something well. I am happy with my job. You know, these are, have been identified, as five main characteristics of any job, that can motivate a person, that can convince a person, that can help a person, believe that, it is worthwhile staying in a particular job.

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The dynamic characteristics of jobs are, time, people, environment, and context. Okay. So, these are some of the job characteristics. Okay, alright. Some more characteristics of jobs are, time, people, environment, and context. The job specifications and people requirements are minimally acceptable qualifications and skills. Okay. And, ideal qualifications and skills, these are some more requirements, that add on to the, characteristics of jobs (low voice: I made a mistake here).

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Job characteristics theory (Contd.)

(Gomez-mejia, Balkin & Cardy, 2012)

- Psychological state affected by job characteristics
 - Experienced meaningfulness: Extent to which the employee experiences the work as important, valuable, & worthwhile
 - Experienced responsibility: Degree to which the employee feels personally responsible or accountable for the results of the work
 - Knowledge of results
- Personal & work outcomes:
 - High internal work motivation
 - High quality work performance
 - High satisfaction with the work
 - Low turnover & absenteeism
- Link between core job characteristics & outcomes – Strength of relationships which is determined by intensity of employee growth need, which thrives on & affects feedback & commitment of employees to their teams & organization

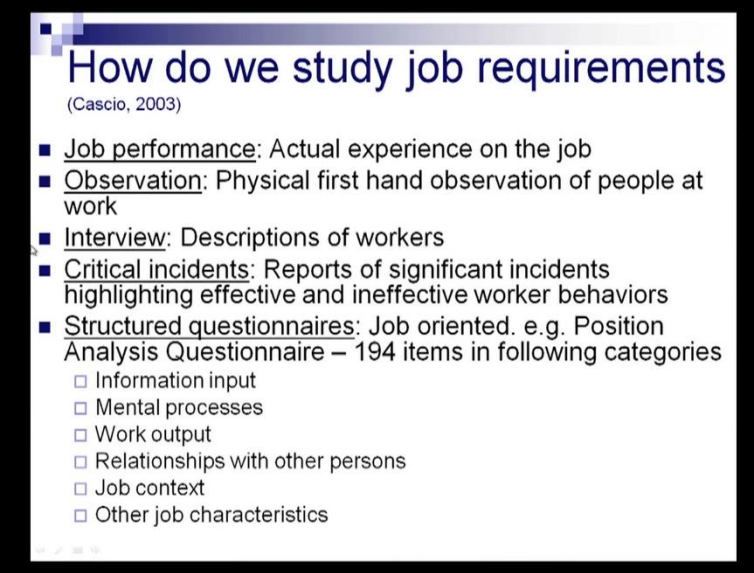
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Legal Issues

- Religious minorities and the Indian Constitution
(<https://www.nls.ac.in/csseip/Files/Material%20for%20uploading/Minorities.pdf>)
- The Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995
(<http://socialjustice.nic.in/pwdact1995.php>)
- National Commission for Backward Classes Act, 1993
(<http://socialjustice.nic.in/pdf/ncbcact1993.pdf>)
- National Commission for Backward Classes Rules, 1994 (<http://socialjustice.nic.in/ncbcrules94.php>)

Legal issues. Religious minorities, and the some issues related to job requirements, job specifications are some issues, that we deal with, when designing HR programs. They are related to religious minorities and the Indian constitution. Persons with disabilities act, these are again part of job requirements, that we need to consider, before joining, before designing any job. The national commission for backward classes act is another thing, that we need to consider. The national commission for backward classes rules, that we need to consider, while designing any particular job description here.

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How do we study job requirements

(Cascio, 2003)

- Job performance: Actual experience on the job
- Observation: Physical first hand observation of people at work
- Interview: Descriptions of workers
- Critical incidents: Reports of significant incidents highlighting effective and ineffective worker behaviors
- Structured questionnaires: Job oriented. e.g. Position Analysis Questionnaire – 194 items in following categories
 - Information input
 - Mental processes
 - Work output
 - Relationships with other persons
 - Job context
 - Other job characteristics

How do we study, job requirements? Now, that we know, how job requirements are designed, or why job requirements are important. How do we study, these job requirements? The first one is job performance. The actual experience on the job, is what we need to study. Observation is another way of study in job requirements. Physical first-hand observation of people at work. Okay.

Interview is another one. Then, we ask workers, what they are doing? We asked people, who are already in a job, what they are doing? Critical incidents is another one. There are reports of significant incidents, highlighting effective and ineffective worker behaviors. Then, we have structured questionnaires, which are job oriented. For example, a position analysis questionnaire, which has 194 items in the following categories. Which is, information input, mental processes, work output, relationships with other persons, job context, and other job characteristics. so, can you please stop the recording.

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Designing jobs (Gomez-mejia, Balkin & Cardy, 2012)

- Job design: “The process of organizing work into the tasks required to perform a specific job”
 - Influences:
 - Work flow analysis
 - Business strategy
 - Organizational structure

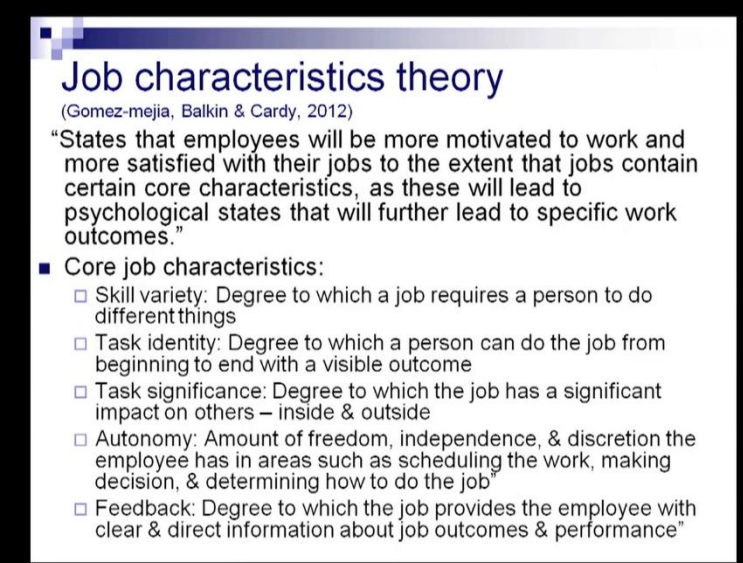
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Of the job characteristics theory, is the psychological state, affected by job characteristics. For this, as part of this, there is an impact of the previous factors, that we just talked about, the core job characteristics on the mental state, the state of mind of the individual employee. So, this actually, the three aspects of the psychological state, that are affected by the job characteristics are experienced meaningfulness, which is the extent to which, the employee experiences the work as, important, valuable, and worthwhile. Now again, these are not my words. These have been taken directly from the book by Gomez Mejia, Balkin, and Cardy

The second part of this is, experienced responsibility. Which is the degree to which, the employee feels, personally responsible or accountable, for the results of the work and knowledge of results. So, three aspects, that are affected, as far as the, job characteristics are concerned, are these three aspects. And once, how we work, what we know, how we feel, about our job is affected, that has a long-term impact on the, ultimate outcome of the work, that we are performing, in terms of work motivation, the energy we have, to do our work properly.

The performance, the quality of the work that we produce, the satisfaction with the work. Load turnover, and that in turn, leads to low turnover, and absenteeism. Which means, obviously if we enjoy going to work, we are not going to, want to miss work. We are not going to, want to leave our jobs. We would like to stay in our organization, if we enjoy the work, that we are doing. So, the link between core job characteristics and outcomes, is the strength of relationships, which is determined by, intensity of employee growth need, which thrives on and affects feedback.

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Job characteristics theory

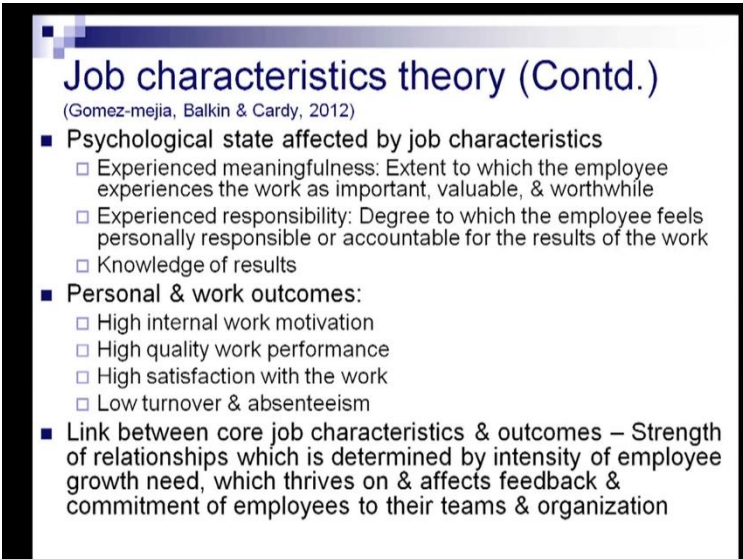
(Gomez-mejia, Balkin & Cardy, 2012)

“States that employees will be more motivated to work and more satisfied with their jobs to the extent that jobs contain certain core characteristics, as these will lead to psychological states that will further lead to specific work outcomes.”

- Core job characteristics:
 - Skill variety: Degree to which a job requires a person to do different things
 - Task identity: Degree to which a person can do the job from beginning to end with a visible outcome
 - Task significance: Degree to which the job has a significant impact on others – inside & outside
 - Autonomy: Amount of freedom, independence, & discretion the employee has in areas such as scheduling the work, making decision, & determining how to do the job
 - Feedback: Degree to which the job provides the employee with clear & direct information about job outcomes & performance

So, in the previous aspect, we saw that, feedback was one of the very important characteristics of any job. We are concerned about our performance. We want somebody to tell us, whether what we are doing is right or not. Whether, what we are doing is meaningful or not. We want our superiors to evaluate our work, to assess our work, and tell us, whether what we are doing is meaningful or not. Okay. So, the degree to which, the job provides the employee with clear and direct information. And whether, we are told, where we are going wrong, where we are weak and improve or not, will on the one hand help us improve our performance, and on the other, it will help us bond with our superiors.

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Job characteristics theory (Contd.)

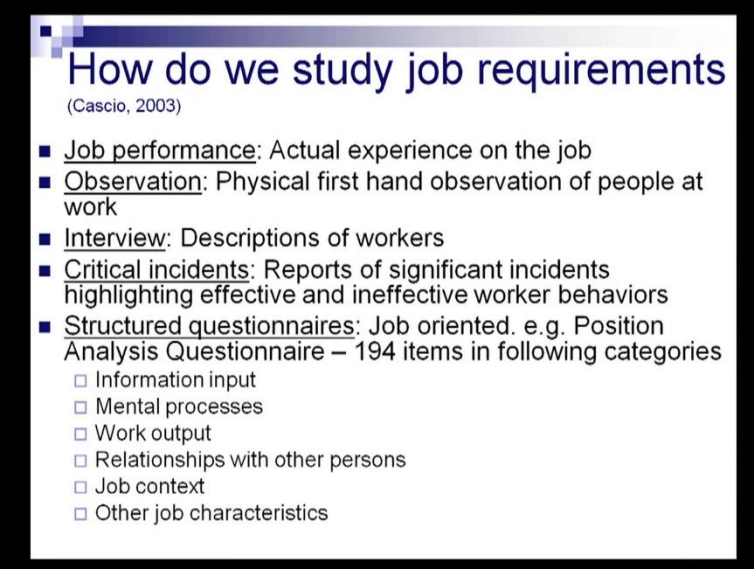
(Gomez-mejia, Balkin & Cardy, 2012)

- Psychological state affected by job characteristics
 - Experienced meaningfulness: Extent to which the employee experiences the work as important, valuable, & worthwhile
 - Experienced responsibility: Degree to which the employee feels personally responsible or accountable for the results of the work
 - Knowledge of results
- Personal & work outcomes:
 - High internal work motivation
 - High quality work performance
 - High satisfaction with the work
 - Low turnover & absenteeism
- Link between core job characteristics & outcomes – Strength of relationships which is determined by intensity of employee growth need, which thrives on & affects feedback & commitment of employees to their teams & organization

It will also show us, how clarity of feedback. How the details provided in our feedback, are going to help us improve the kind of work, we do. Okay. And, that in turn, will influence our decision, to stay committed to our organization, to be loyal to our organization, to be committed to our teams, if we enjoy the people, we are being, in the company of the people, we are working with. If we know that, they are going to be honest, in what they say about our work.

If we know that, they will honestly tell us, where we are going wrong, instead of analyzing us. They will keep, they will help us stay on track, they will help us keep improve our performance at work. We will want to trust them. There is a bonding, there is a connection that develops. And, that influences, our decision to stay with the company. okay. So, that is one big connection between job characteristics and outcomes.

(Refer Slide Time: 37:27)



How do we study job requirements

(Cascio, 2003)

- Job performance: Actual experience on the job
- Observation: Physical first hand observation of people at work
- Interview: Descriptions of workers
- Critical incidents: Reports of significant incidents highlighting effective and ineffective worker behaviors
- Structured questionnaires: Job oriented. e.g. Position Analysis Questionnaire – 194 items in following categories
 - Information input
 - Mental processes
 - Work output
 - Relationships with other persons
 - Job context
 - Other job characteristics

How do we study job requirements? Now, job characteristics theory proves, or suggests that we, that the characteristics of our jobs, through us improve, or have an impact on the kind of work, that is produced. How do we study. What is required for the job? There are various ways of doing it. First thing is job performance. The actual experience on the job. We try and do something ourselves. And through doing it, we understand, what is required for that job.

The second is observation. So, somebody else does the work, and we stand and watch. We observe, every aspect, every step, of the job, that is done. Okay. The third is an interview. Interview is descriptions, provided by workers. So, we asked the people, who are doing the job,

to write down, descriptions of the workers, and descriptions by the workers also. Okay. So, we speak to the workers, and we ask them, what is being done. And, they tell us that, I, you know, go through, step 1, 2, 3, 4, 5, 6, and this is how, the job is done. That is the description by the worker.

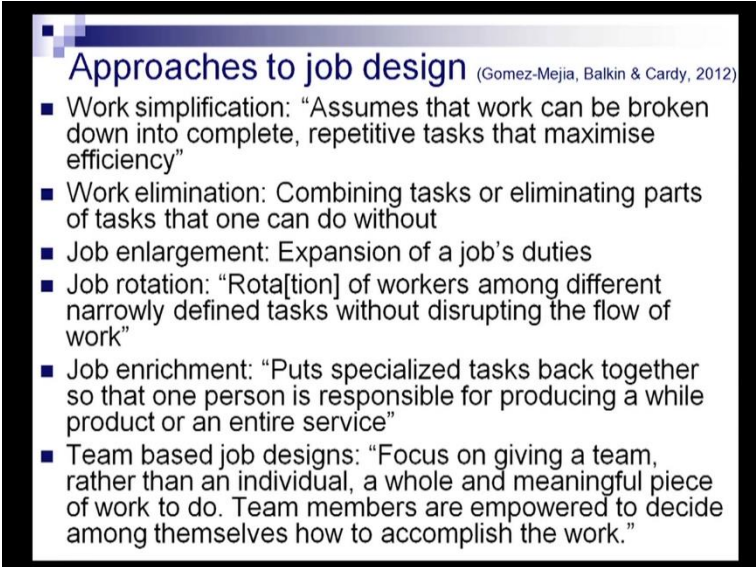
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The fourth one is critical incidents. We only find out, what is being done. Then, there is either something very positive or very negative. Critical incidents are reports of significant incidents, highlighting effective and ineffective worker behaviors. For example, an employee excels. For example, an employee does something really well. So, that gives us an idea, about the positive critical incident. For example, an employee makes a mistake, that informs us that, something extra needed to be done.

So, we keep a record of excellent performance, and substandard performance. We do not count the normal routine performance. And, that record, then helps us understand, what is required to get the job done properly. The other part of this is, structured questionnaires, or job oriented questionnaires. For example, the position analysis questionnaire, which we will cover in a little bit. So, these questionnaires, then help us in understand, you know, what is required in a job.

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How do we design jobs? We studied the characteristics of jobs. We know, how characteristics of jobs affect the ultimate outcome. We have, now also analyzed the jobs. Now, we need to design jobs. Okay. How do you. What is a job design? Job design is the process of organizing, work into the tasks, required to perform a specific job. So, the steps, that we go through. The influences on



Approaches to job design (Gomez-Mejia, Balkin & Cardy, 2012)

- Work simplification: "Assumes that work can be broken down into complete, repetitive tasks that maximise efficiency"
- Work elimination: Combining tasks or eliminating parts of tasks that one can do without
- Job enlargement: Expansion of a job's duties
- Job rotation: "Rota[tion] of workers among different narrowly defined tasks without disrupting the flow of work"
- Job enrichment: "Puts specialized tasks back together so that one person is responsible for producing a while product or an entire service"
- Team based job designs: "Focus on giving a team, rather than an individual, a whole and meaningful piece of work to do. Team members are empowered to decide among themselves how to accomplish the work."

job designer, workflow analysis, business strategy, and organizational structure. And, I will talk about these a little later. (Refer Slide Time: 40:59)

Some approaches to job design. Some ways in which, we understand job design. The first one is work simplification. See, when we talk about job design, we are assuming that, any task can be broken down, into independent, crystal clearly independent, steps. Now, that is an assumption. Sometimes, the steps may not be so clear. Sometimes, the steps may run into each other. Work simplification or the work simplification perspective assumes that, work can be broken down into, complete repetitive tasks, that maximize efficiency. And, if anyone, were to go through those steps, they would end up, producing the same results. Now, this is very helpful. And, this is used in places, where the activities are routine. So, for example, in a factory, where there is a set pattern of, where the product begins to get manufactured, and how it is produced.

So, the steps are clearly defined. And, day after day, week after week, month after month, year after year, there is a repetition of tasks. And this repetition, in turn results in, the same quality of product, being produced again and again. It results in, what we call as, product integrity, work simplification. The other is work elimination. Combining tasks or eliminating parts of tasks, that one can do, without now work. A very good example of work elimination is, when organizations move from a bureaucratic structure to a flatter structure, where the extra frills are removed.

And excellent example of this, can be seen in, these no-frills type of hotel chains, coming up. A hotel is a place, where you go and rest and relax, when you are either out for personal reasons, or because of your job. Okay. Now, a well-known industrialist, a well-known conglomerate, started a chain of these no-frills hotels, recently in India. I will not name that chain, but you can go and find that out. And, these frills, these hotels are known, or the hotels in this chain are known, for their no-frills service. The steps have been eliminated. The extra people have been eliminated. The private airlines, that have come into the country, are removing these frills. Nobody comes to you with the tray of toffee in their hands.

We all remember, many of us remember, the old time, Indian airlines. When Indian airlines was in operation, somebody would come with a tray, with candy in it. And, with ear buds and tooth

picks. And, they would serve this, as the plane was taking off. And then, one, you know, one after the other, things would start coming. I am talking about product elimination. But, even in processes, a lot of processes, have been eliminated. This whole system of through proper channel, that exists in the bureaucratic structure. It has its merits. But, that has been removed in the private organizations, where everything is end-product or goal oriented. (Refer Slide Time: 44:45)

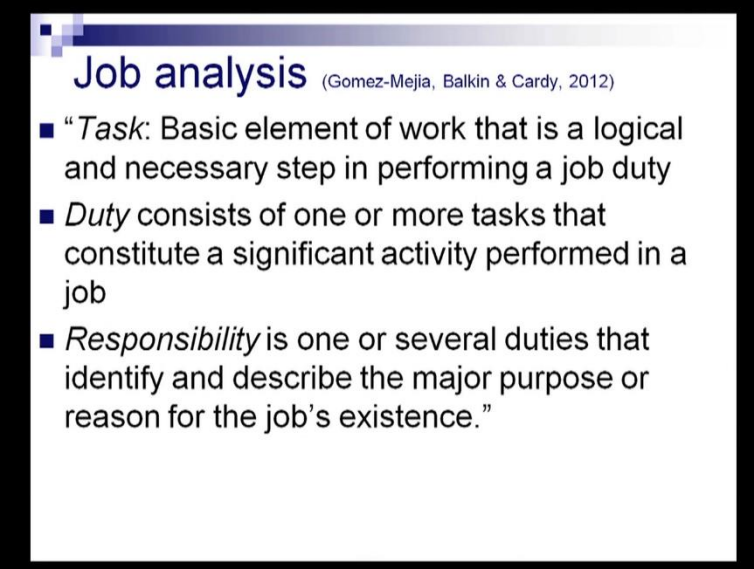
Okay. Another thing is job enlargement. Job enlargement is expansion of a jobs duties. Where one person, or a person in one position, is empowered to do, a lot more in that position, or given more responsibilities. For example, in academics, the professor's, these days are taking on the administrative responsibilities also. It is no longer restricted, only to teaching and research. We are also taking on, especially in business schools, which is where, I am from. We are taking on a lot of responsibility, the administrative responsibilities. We are also managing things, within our own departments, that are non-academic in nature. So, that is job expansion. You are not only a teacher, you are also an administrator, you are also a mentor, you are also a student.

We go through training programs. So, that is job enlargement. Our area is widening. We have job rotation. Okay. Job rotation is the rotation of workers, among different, narrowly defined tasks, without disrupting the flow of work. Job rotation is, when workers do more things, they get trained in more things. Okay. Alright. Job enrichment, it puts specialized tasks back together. So, that one person is responsible for producing a whole product, it should not be a while product, a whole product or an entire service. I am sorry, there is a mistake here, is responsible for producing a whole product or an entire service. So, you put specialized tasks back together. You give one person, the charge of running the entire operation, very smoothly

Okay. And, that is called job enrichment. Team based job designs. Team based job designs, focus on giving a team, rather than an individual, a whole and meaningful piece of work to do. Team-based job designs, essentially in focus on the, big task being distributed among different team members. And, insists on the team members, doing their work together. So, there is a lot of interdependence. There is a lot of sharing. There is a lot of specialized activity going on, that fits in with each other. (Refer Slide Time: 47:57)

So, these are some ways in which, jobs can be designed. Work can be simplified in to independent steps. Work can be eliminated. Work can be added. Work can be done by this unit. Different types of work, can be done by, different people. One person can be doing, a lot more. That, you might be confused between, job enlargement, and job enrichment. Job enlargement means, you take on additional responsibilities.

Job enrichment is, when you super specialize, and you add a lot more value to the existing basket of things. And, one person actually does, what the entire team would have done. So, that is the difference between, job enlargement and job enrichment. Job enrichment, just takes the meaningful pieces of a large number of, or the number of jobs, and puts them together in such a



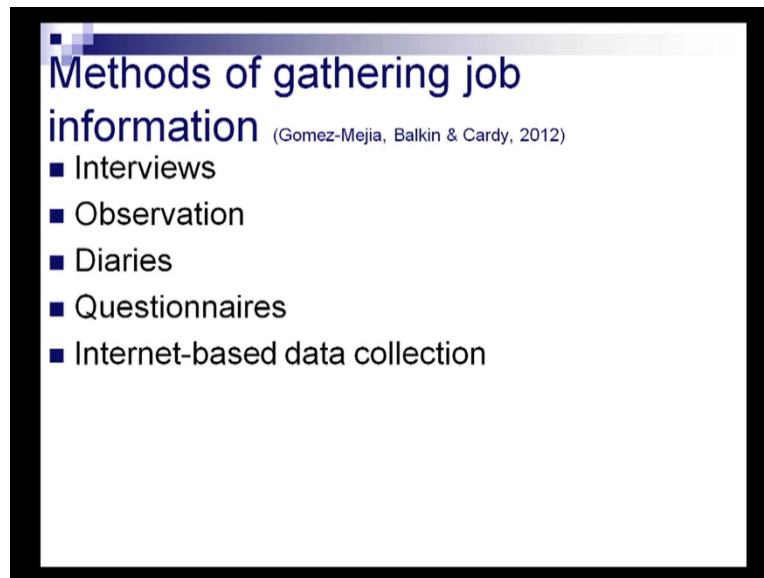
Job analysis (Gomez-Mejia, Balkin & Cardy, 2012)

- *Task*: Basic element of work that is a logical and necessary step in performing a job duty
- *Duty* consists of one or more tasks that constitute a significant activity performed in a job
- *Responsibility* is one or several duties that identify and describe the major purpose or reason for the job's existence."

way, that one task can be completed in a no-frills, but efficient manner. Okay. And, then we have team-based activity. (Refer Slide Time: 49:13)

Job analysis is again, there are three parts to job analysis. One is the task. The basic element of work, that is a logical and necessary step in performing a job. Duty. Duty consists of one or more tasks, that constitute a significant activity, performed in a job. And, responsibility is, one or several duties, that identify and describe the, major purpose or reason, for the job's existence. So, job analysis consists of, what is to be done, several parts, you know, several tasks that are done, and taking the ownership of that tasks, and are knowing, why those tasks are going to be done.

And, the analysis of this whole task, doing, performing, commitment, is known as job analysis.
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Methods of gathering job information. Some ways in which, we gather information about our jobs. One is interviews, observation, diaries, questionnaires, internet-based data collection.

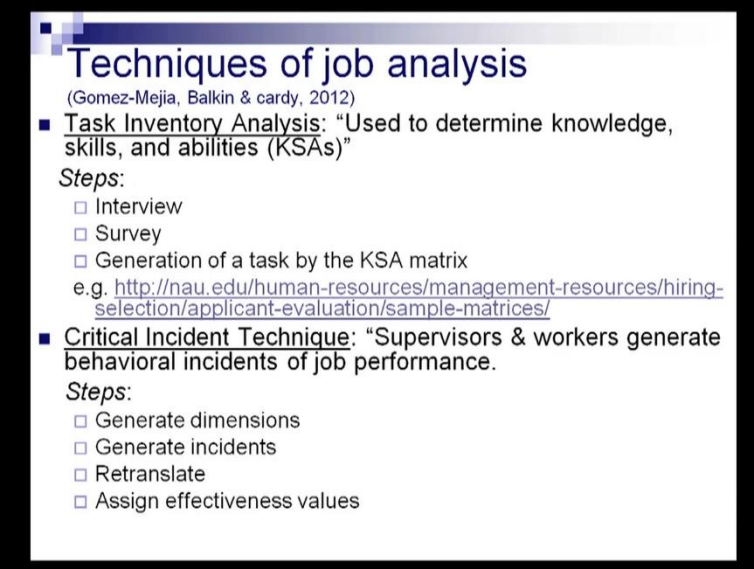


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Why do we analyze jobs? We analyze jobs, for recruitment, for selection. Recruitment again, I told you earlier also, recruitment refers to the generation of a pool of suitable candidates. We sort of, we filter out the people, who can do that job properly. Selection refers to actually deciding,

which out of these suitable people, are we going to hire. Once we hire them, then we need to appraise their performance.

We need to find out, who is doing the work, as it is expected to be done, who is not. Then, compensation. How much do we pay them? And, whether we need to give them more training? Whether, we need to help them develop their careers, etcetera. So, this is to get information, to



Techniques of job analysis

(Gomez-Mejia, Balkin & Cardy, 2012)

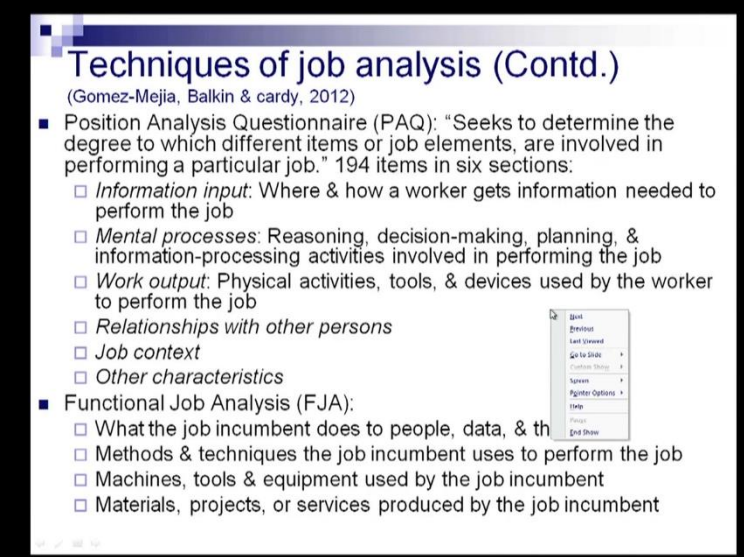
- **Task Inventory Analysis:** "Used to determine knowledge, skills, and abilities (KSAs)"
Steps:
 - Interview
 - Survey
 - Generation of a task by the KSA matrix
e.g. <http://nau.edu/human-resources/management-resources/hiring-selection/applicant-evaluation/sample-matrices/>
- **Critical Incident Technique:** "Supervisors & workers generate behavioral incidents of job performance."
Steps:
 - Generate dimensions
 - Generate incidents
 - Retranslate
 - Assign effectiveness values

be informed about, all of these aspects of a job, in an organization, we analyze jobs. (Refer Slide Time: 51:38)

Some techniques. One is task inventory analysis. It is used to determine, knowledge, skills, and abilities, the steps, in task inventory analysis. We make a list. Inventory means, you have a collection, a gathering, an accumulation of tasks. We make a list of tasks, and we find out the knowledge, skills, and abilities of the people, who are going to undertake those tasks. (Refer Slide Time: 52:06) The steps in this are, one is interview. Okay. Interview. We find out from the people, who are actually doing the job, as to what they need, and what they have, and what they can and cannot do.

The second is survey. okay. We can conduct a general survey, among the people, who are doing the job, among the people who are being affected by the job. And, third is generation of a task by the KSA matrix. Now, this is the other aspects. So, on one side, we ask people, what they can do.

And, we may also, make a list of the knowledge skills and abilities, that people have not designed the tasks accordingly. Ok. So, an example of this, can be seen through this link. You can either, copy this link and go to this website, or just a sec. (Refer Slide Time: 53:13)

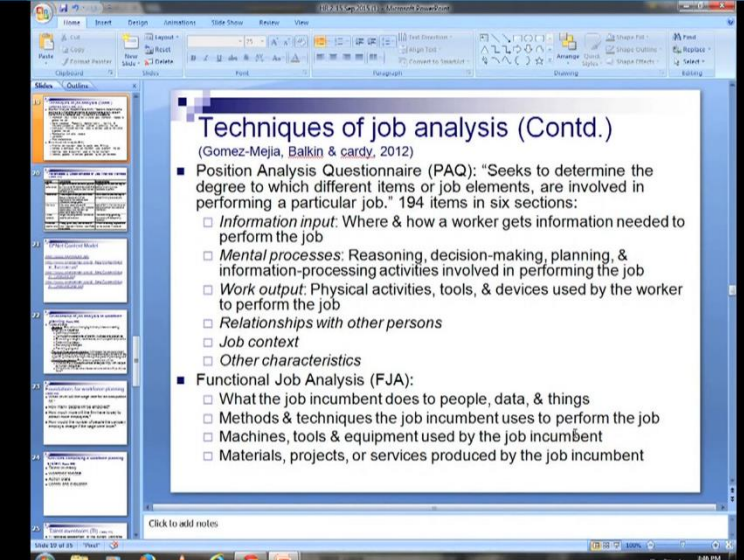


Techniques of job analysis (Contd.)

(Gomez-Mejia, Balkin & Cardy, 2012)

- **Position Analysis Questionnaire (PAQ):** "Seeks to determine the degree to which different items or job elements, are involved in performing a particular job." 194 items in six sections:
 - *Information input:* Where & how a worker gets information needed to perform the job
 - *Mental processes:* Reasoning, decision-making, planning, & information-processing activities involved in performing the job
 - *Work output:* Physical activities, tools, & devices used by the worker to perform the job
 - *Relationships with other persons*
 - *Job context*
 - *Other characteristics*
- **Functional Job Analysis (FJA):**
 - What the job incumbent does to people, data, & things
 - Methods & techniques the job incumbent uses to perform the job
 - Machines, tools & equipment used by the job incumbent
 - Materials, projects, or services produced by the job incumbent

Let me see, if I can end the show, and show this to you. (Refer Slide Time: 53:15)



Techniques of job analysis (Contd.)

(Gomez-Mejia, Balkin & Cardy, 2012)

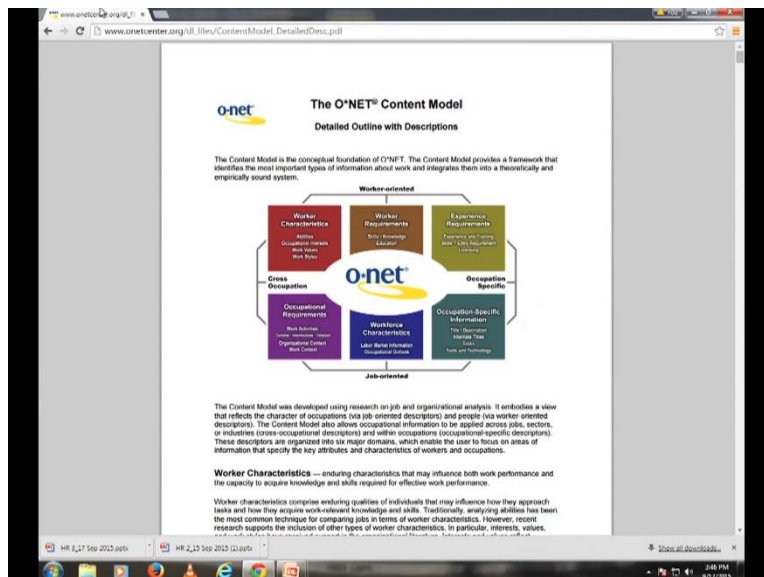
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Techniques of job analysis
(Gomez-Mejia, Balkin & Cardy, 2012)

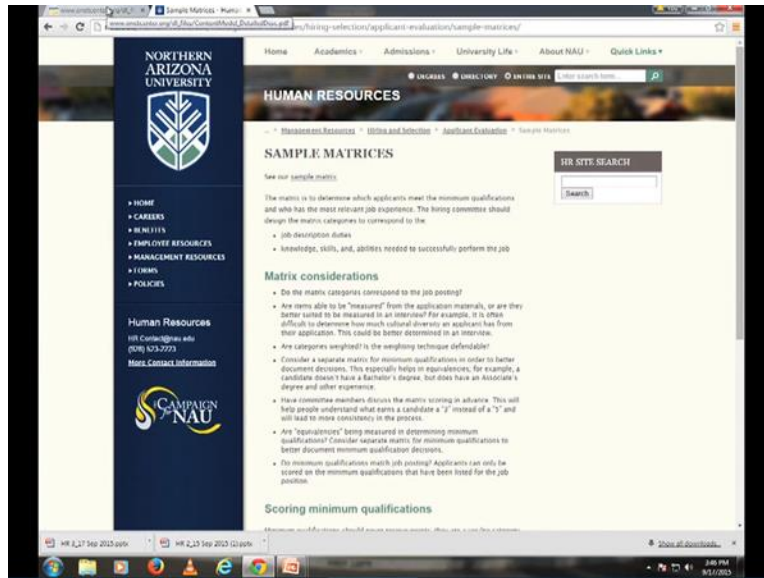
- **Task Inventory Analysis:** "Used to determine knowledge, skills, and abilities (KSAs)"
 - Steps:
 - ☐ Interview
 - ☐ Survey
 - ☐ Generation of a task by the KSA matrix
e.g. <http://nau.edu/human-resources/management-resources/hiring-selection/applicant-evaluation/sample-matrices/>
- **Critical Incident Technique:** "Supervisors & workers generate behavioral incidents of job performance."
 - Steps:
 - ☐ Generate dimensions
 - ☐ Generate incidents
 - ☐ Retranslate
 - ☐ Assign effectiveness values

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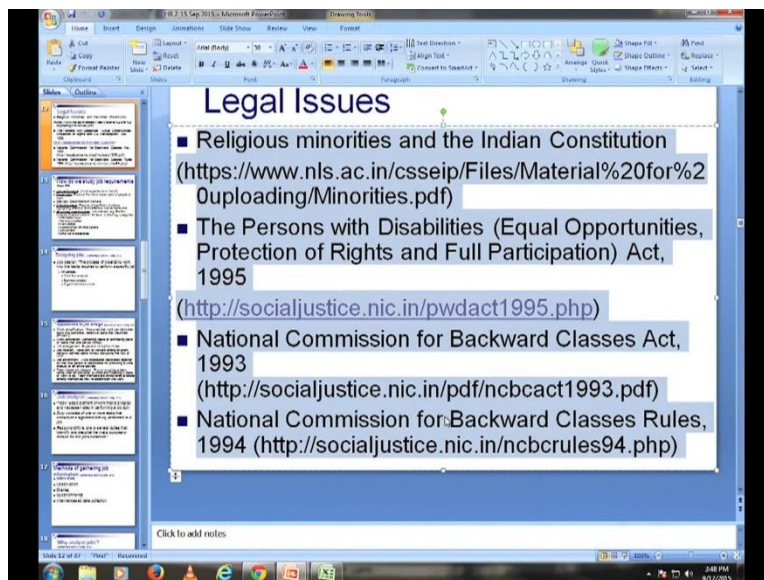


So, this is an example of a KSA matrix. (Refer Slide Time: 53:23)

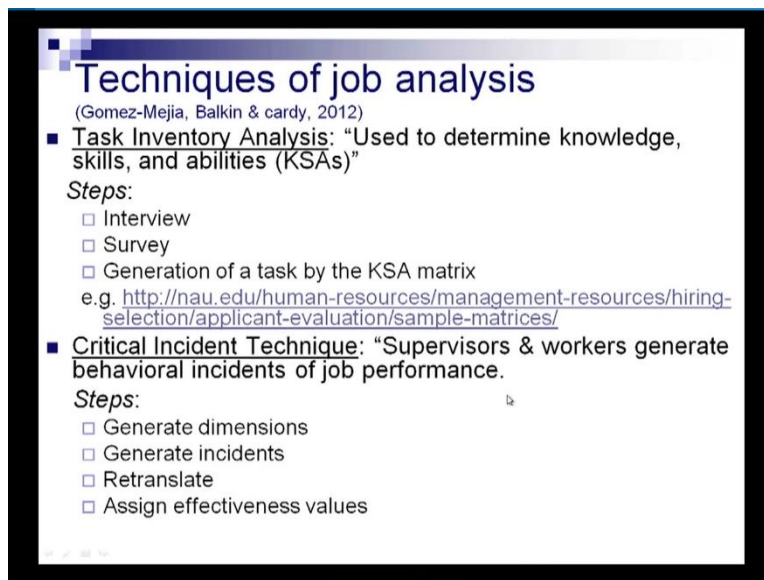
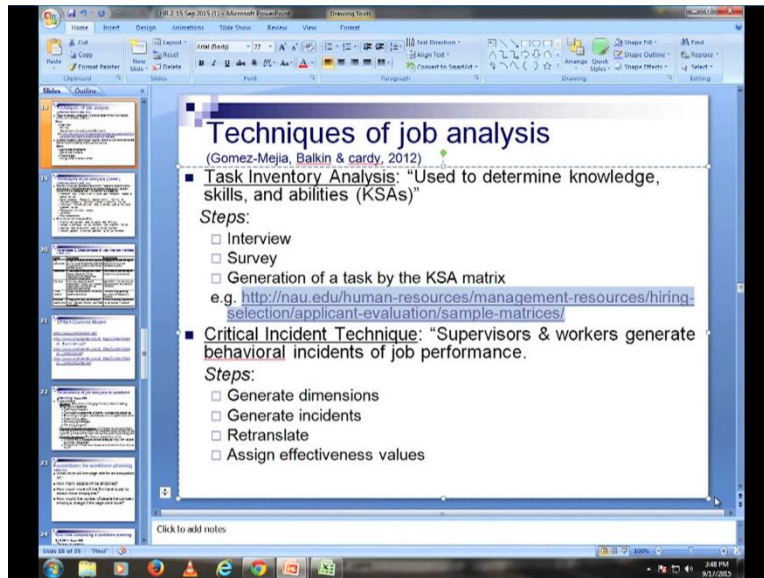
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You can go through this, and see, whether it will be helpful for your organization. (Refer Slide Time: 54:45)



Okay. (Refer Slide Time: 54:52)



(Refer Slide Time: 54:52)

The other is the critical incident technique, that I just mentioned, a little while ago. Supervisors and workers generate behavioral incidents of job performance. So, they write down, what occurred, what were the implications. And then, you know, which task can be, can have, what kind of critical incidents. And then, they assign values. They retranslate, they find out, what, how it can impact the overall goal, and then they analyze the job. (Refer Slide Time: 55:34)

Techniques of job analysis (Contd.)

(Gomez-Mejia, Balkin & cardy, 2012)

- Position Analysis Questionnaire (PAQ): "Seeks to determine the degree to which different items or job elements, are involved in performing a particular job." 194 items in six sections:
 - *Information input*: Where & how a worker gets information needed to perform the job
 - *Mental processes*: Reasoning, decision-making, planning, & information-processing activities involved in performing the job
 - *Work output*: Physical activities, tools, & devices used by the worker to perform the job
 - *Relationships with other persons*
 - *Job context*
 - *Other characteristics*
- Functional Job Analysis (FJA):
 - What the job incumbent does to people, data, & things
 - Methods & techniques the job incumbent uses to perform the job
 - Machines, tools & equipment used by the job incumbent
 - Materials, projects, or services produced by the job incumbent

Okay. The other is the position analysis questionnaire, which consists of 194 items in six sections. These items are, in these sections are, information input, where and how worker, gets information. Mental processes. What kinds of mental abilities are required? Work output. Okay. How much of physical activity tools and devices, are going to be there. So, used by the worker to perform the job. Relationships with other persons, and job context, and any other characteristics, that remain uncovered, or not, that have not been covered, through these, above-mentioned categories. And, different questions are asked. And, based on the responses to these questions, the job is analyzed.

Another way of analyzing jobs is functional job analysis. What the job incumbent does to people, data, and things. What, where, what is required? Methods and techniques, the job incumbent. Job incumbent is the actual person, who is doing the job. Methods and techniques, the job incumbent uses to perform the job. Machines tools and equipment used by the job incumbent. So, what does the person doing the job need. Professors needs a computer, needs a printer, needs some kind of administrative help, needs books, needs a place to sit in, an office to sit in, a chair to sit on, needs extra chairs for the students to come in.

so, what do we need. We need cupboards. We need lockable cupboard, so we can keep confidential material, including answer scripts of students. All of that is part of the job analysis, functional job analysis. What actually happens on the job. Materials, project or services,

produced by the job incumbent. Once the organization gives the person, doing the job, whatever he or she needs, then they also want to know, the output. Okay. (Refer Slide Time: 57:39)

Advantages & Disadvantages of Job Analysis Methods (Cascio, 2003)		
Method	Advantages	Disadvantages
Job performance	Exposure to actual job tasks, physical, environmental, & social demands of job. Appropriate for hands on jobs that can be learnt quickly.	Inappropriate for jobs that require extensive training or are hazardous to perform
Observation	Direct exposure can provide a richer, deeper understanding of job requirements than second hand information through peers.	Not suitable for jobs that require critical thinking and analysis.
Interviews	Information about standard & nonstandard & mental work. Personal reports about work that can't be observed or documented.	Lack of faith in the interviewer can lead to distortion/ falsification of information.
Critical incidents	Insight into job dynamics. Info can be used for job analysis.	Time consuming (gathering, summarizing & categorizing incidents).
Structured questionnaire	Cheap, quick, easy, can be done off work, mass administration, quantifiable, analyzable.	Difficult to develop, explanations may be required, impersonal.

So, all that consists of the functional job analysis. Various advantages and disadvantages. I

O*Net Content Model

<http://www.onetonline.org/>
http://www.onetcenter.org/dl_files/ContentModel_Summary.pdf
http://www.onetcenter.org/dl_files/ContentModel_Detailed.pdf
http://www.onetcenter.org/dl_files/ContentModel_DetailedDesc.pdf

suggest, even though, some of them are on the slide. (Refer Slide Time: 57:52)



I suggest, that based on, what I just told you. (Refer Slide Time: 57:54)

You go through this, and let me, and discuss amongst yourselves. What different methods could indeed. Okay. Relationship of job analysis to workforce planning. Now, what is workforce planning. Planning. How many people you need? What they are going to do? How ultimately their work is going to come together, and produce the goal for the organization, that the organization wants to produce. Various types of plans are there. One is strategic planning. We plan about changing industry rules, or creating tomorrow's industries. So, how do we fit in, whatever we are doing with, whatever is expected from us, by the environment. The other is, tactical or operational planning. It addresses, issues associated with, the growth of current on new operations.

So, how do we change the way, we work. Strategic is overall, overarching. You know, should we produce the same product. Should we not produce the same product. What should we do. Where should we go next. All of that. Operational tactical is actually, hands-on on the job. Where do we need to modify, our existing way of doing things? If yes, what should we do, and how should we do it. Workforce planning includes, home people, that are included or that are involved, in different operations. How many people do we need. What will we, what will they, do. What will happen, if they leave. What can affect their retention. What can affect their exit, from the organization, all of those things.

(Refer Slide Time: 59:32)

Foundations for workforce planning

(Cascio, 2003)

- What level will the wage rate for an occupation be?
- How many people will be employed?
- How much more will the firm have to pay to attract more employees?
- How would the number of people the company employs change if the wage were lower?

So, only when we know, what people are going to do. Will we be able to make all these plans? Some foundations for workforce planning. When we hire people, we also need to give them money. So, what level will the wage rate be for an occupation. How many people will be employed. How much more will the firm have to pay. How would the number of people, the company employees change, if the wage were lower? So, how do we decide, make compensation decisions. Okay.

(Refer Slide Time: 59:59)

Activities comprising a workforce planning system

(Cascio, 2003)

- Talent inventory
- Workforce forecast
- Action plans
- Control and evaluation

Some activities comprising a workforce planning system are talent inventory. We make a list of, whatever different people are bringing to the table. We have a workforce forecast, in terms of, how much do people need, how many people do we need, the action plans, and control and evaluation. Some details are here.

(Refer Slide Time: 1:00:20)



Talent inventories (TI) (Cascio, 2003)

- TI facilitates assessment of the current workforce
- Forecasts of workforce supply and demand help to determine future needs
- Typical information included on a TI
 - Current position info
 - Previous positions in the company
 - Other significant work experience
 - Education (Degrees, licences etc.)
 - Language skills and relevant international experience
 - Training and development programs attended
 - Community or industry leadership responsibilities
 - Current and past performance appraisal data
 - Disciplinary actions (when specifically required)
 - Awards received



Uses of a talent inventory (Cascio, 2003)

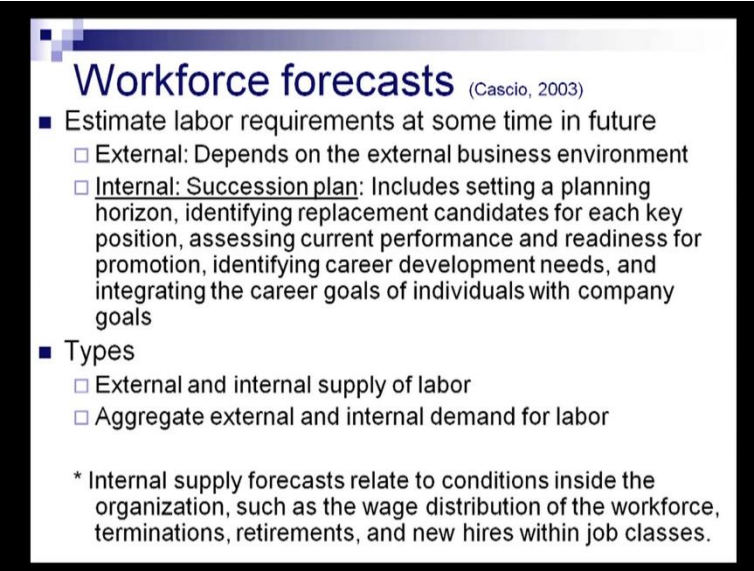
- Identification of candidates for promotion
- Management succession planning
- Assignment to special projects
- Transfers
- Training
- Workforce diversity planning and reporting
- Compensation planning
- Career planning
- Organizational analysis

I will not go into this, because all this is available on the net.

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Okay. Various uses of a talent inventory. Once we know, what people can do. We can use this information for their promotions, etcetera. Promotions, transfers, training, separation, compensation, etcetera.

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Workforce forecasts (Cascio, 2003)

- Estimate labor requirements at some time in future
 - External: Depends on the external business environment
 - Internal: Succession plan: Includes setting a planning horizon, identifying replacement candidates for each key position, assessing current performance and readiness for promotion, identifying career development needs, and integrating the career goals of individuals with company goals
- Types
 - External and internal supply of labor
 - Aggregate external and internal demand for labor

* Internal supply forecasts relate to conditions inside the organization, such as the wage distribution of the workforce, terminations, retirements, and new hires within job classes.

Okay. So, one very important part of workforce planning is, whether we hire people from within the organization, or do we go outside the organization and get people. But then, we will cover all these questions in the next lectures. At this point, I just want you to think about, whatever I have told you. A human resources manager's responsibility is so much. There is so much, that an HR manager needs to do. There is so much, that the area of human resources covers. Why, because human resources, human beings are involved. What they do is there, is involved. We have to get the best out of people.

We have to compensate them appropriately. And, we also have to ensure that, they feel comfortable and committed to the organization. So, they feel like contributing. We are dealing with human beings. And, that is why, all of these things, knowing, what they are going to do, how they are going to do it, what will affect. What they do is, so very important. We will cover, recruitment, selection, interviewing of candidates, in the next lectures. Thank You for Listening.