

A PROJECT REPORT

ON

“HUMAN RESOURCE MANAGEMENT”

Human Resource Management



SUBMITTED BY

(FULL NAME IN CAPITAL LETTERS)

(YEAR)

Enrollment No:

UNDER THE GUIDANCE OF:

GUIDE NAME:

SUBMITTED TO

(UNIVERSITY NAME AND ADDRESS IN CAPITAL LETTERS)

DECLARATION OF LEARNER

I, _____ Student of M.B.A **HR** (UNIVERSITY NAME) _____
_____ hereby declare that the Project Report on
HUMAN RESOURCE MANAGEMENT is been result of my own work and has been
carried out under supervision of _____ (GUIDE NAME)

I declare that this submitted work is done solely by me and to the best of my knowledge;
no such work has been submitted by any other person for the award of post graduation
degree or diploma.

I also declare that all the information collected from various secondary sources has been
duly acknowledged in this project report.

PLACE:

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DECLARATION OF GUIDE

Certified that the work incorporated in this Project Report **HUMAN RESOURCES MANAGEMENT** submitted by(Learner's name) is his original work and completed under my guidance.

Material obtained from other sources has been duly acknowledged in the Project Report.

Date

Signature of Guide

Place

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ACKNOWLEDGEMENT

This project Report was undertaken for the fulfilment of MBA Programme pursuing at (_____University Name) I would like to thanks my institute and my Guide (_____ Guide Name) (_____Designation and College/institute name), for his invaluable help and guidance throughout my work. He kindly evinced keen interest in my work and furnished some useful comments, which could enrich the work substantially.

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(_____FULL NAME)

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CHAPTER NO. 1

INTRODUCTION OF HUMAN RESOURCES MANAGEMENT



Human resource management is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems. HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding. HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws.

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

In startup companies, HR's duties may be performed by trained professionals. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision making across the business. To train practitioners for the profession, institutions of higher education, professional associations, and companies themselves have created programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations likewise seek to engage and further the field of HR, as evidenced by several field-specific publications. HR is also a field of research study that is popular within the fields of management and industrial/organizational psychology, with research articles appearing in a number of academic journals, including those mentioned later in this article.

In the current global work environment, most companies focus on lowering employee turnover and retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the risk of the newcomer not being able to replace the person who was working in that position before. HR departments also strive to offer benefits that will appeal to workers, thus reducing the risk of losing knowledge.

CONCEPT OF HUMAN RESOURCE MANAGEMENT

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors are the new corporate heroes. The name of the game today in business is personnel. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order.

Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives.

Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Role of HRM is becoming all the more important.

Some of the recent trends that are being observed are as follows:

The recent quality management standards ISO 9001 and ISO 9004 of 2000 focus more on people centric organizations. Organizations now need to prepare themselves in order to address people

centered issues with commitment from the top management, with renewed thrust on HR issues, more particularly on training.

Charles Handy also advocated future organizational models like Shamrock, Federal and Triple I. Such organizational models also refocus on people centric issues and call for redefining the future role of HR professionals.

To leapfrog ahead of competition in this world of uncertainty, organizations have introduced six-sigma practices. Six-sigma uses rigorous analytical tools with leadership from the top and develops a method for sustainable improvement. These practices improve organizational values and helps in creating defect free product or services at minimum cost.

Human resource outsourcing is a new accession that makes a traditional HR department redundant in an organization. Exult, the international pioneer in HR BPO already roped in Bank of America, international players BP Amoco & over the years plan to spread their business to most of the Fortune 500 companies.

With the increase of global job mobility, recruiting competent people is also increasingly becoming difficult, especially in India. Therefore by creating an enabling culture, organizations are also required to work out a retention strategy for the existing skilled manpower

NEW TRENDS IN INTERNATIONAL HRM

International HRM places greater emphasis on a number of responsibilities and functions such as relocation, orientation and translation services to help employees adapt to a new and different environment outside their own country.

Selection of employees requires careful evaluation of the personal characteristics of the candidate and his/her spouse.

Training and development extends beyond information and orientation training to include sensitivity training and field experiences that will enable the manager to understand cultural differences better. Managers need to be protected from career development risks, re-entry problems and culture shock.

To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information.

Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.

In many European countries - Germany for one, law establishes representation. Organizations typically negotiate the agreement with the unions at a national level. In Europe it is more likely for salaried employees and managers to be unionized.

HR Managers should do the following things to ensure success-

Use workforce skills and abilities in order to exploit environmental opportunities and neutralize threats.

Employ innovative reward plans that recognize employee contributions and grant enhancements. Indulge in continuous quality improvement through TQM and HR contributions like training, development, counseling, etc

Utilize people with distinctive capabilities to create unsurpassed competence in an area, e.g. Xerox in photocopiers, 3M in adhesives, Telco in trucks etc.

Decentralize operations and rely on self-managed teams to deliver goods in difficult times e.g. Motorola is famous for short product development cycles. It has quickly commercialized ideas from its research labs.

Lay off workers in a smooth way explaining facts to unions, workers and other affected groups e.g. IBM , Kodak, Xerox, etc.

HR Managers today are focusing attention on the following-

- Policies- HR policies based on trust, openness, equity and consensus.
- Motivation- Create conditions in which people are willing to work with zeal, initiative and enthusiasm; make people feel like winners.)
- Relations- Fair treatment of people and prompt redress of grievances would pave the way for healthy work-place relations.
- Change agent- Prepare workers to accept technological changes by clarifying doubts.
- Quality Consciousness- Commitment to quality in all aspects of personnel administration will ensure success.

Due to the new trends in HR, in a nutshell the HR manager should treat people as resources, reward them equitably, and integrate their aspirations with corporate goals through suitable HR policies.

CHAPTER NO. 2

OBJECTIVE OF THE STUDY

To find the relation and effect of Human Resources Management with organization effectiveness.

1. To understand the recruitment procedure adopted by the Indian companies
2. To understand the HR Practices and policies adopted by Indian companies.
3. To identify the training and development program adopted by the Indian companies
4. To identify compensation salary increment policy adopted by the Indian companies
5. To identify the present performance of an employee being appraised through career advancement.
6. To identify employee welfare scheme launch by the govt.
7. To identify working hours of the Indian companies.
8. To provide better employee health, safety, welfare facilities as per their standard policies.
9. To understand the quality circle is beneficial for solving the problem.
10. To understand the reason of employee turnover.

SCOPE OF THE STUDY

The scope of the research is very vast; however the total time period available was very limited for the purpose of the study observation, analysis and conclusion. Second important thing is on account of ethical and moral obligation of a manager disclosure of all pertained and particular policies has got limitation because of his positional accountability and responsibility,

Studying “organization effectiveness through Human Resources Management” of the employee as specialized subject restrict a training, recruitment and selection, job analysis, performance appraisal for entering into Human Resources Management of different parameter as well as view of the company. The finding of the study can be refried to as a reference for entire organizational policies, parameter and particles.

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CHAPTER NO. 3

CONCEPTUAL FRAMEWORK ON HUMAN RESOURCES MANAGEMENT.

In order to achieve the company objectives, Human Resource Management undertakes the following activities:

1. Recruitment, selection and placement of personnel.
2. Training and development of employees.
3. Appraisal of performance of employees.
4. Remuneration of employees.
5. Social security and welfare of employees.

1. RECRUITMENT, SELECTION AND PLACEMENT OF PERSONNEL.



Mode of Appointment:

The appointment to various points shall be made in the following manner:-

By Direct Recruitment:-

- a. The qualifications for direct recruitment shall be such as specified in the staffing pattern.
- b. The appointment shall be made according to the merit list drawn at the time of selection.

- c. All appointments except to class-IV services shall be made on the recommendations of the selection Committee consisting of the following:-

By Promotion

- a. Appointment by promotion to the next higher post in the respective discipline in any category shall be made on the basis of 'Seniority-cum-Merit' from amongst the employees working in the lower category having at least five years service on the said post in the steel Industry.

By Transfer:

- a. By permanent transfer of services of surplus staff of company the terms & conditions as Prescribed by company and adopted by the Board from time to time subject to the approval of Register.
- b. By permanent transfer of an employee on his own request and upon the terms & conditions as prescribed by the company and adopted by the board from time to time subject to the approval of Registrar.

COMMENCEMENT OF SERVICE:

Services shall be deemed to have commenced from the working day on which the employee reports for duty. If he reports for the duty in the afternoon' the services shall be deemed to have commenced from the following day.

ATTENDANCE AND LATE COMING:-

No employee shall enter or leave the premises of the Establishment except by the gate or gates meant for this purpose.

An employee who is off his duty or has resigned or has been discharged or declared by the competent Medical Authority to be suffering from any contagious or infectious disease, shall immediately leave the premises of the Established and shall not enter any part of it, except with the express permission of the competent authority.

All employees shall be liable to be searched both at the time of entry and exit at the main entrance of the Establishment by an authorized person of the same sex with due dignity.

If more than one shift is working, the employee shall be liable to be transferred from one shift to another.

SENIORITY:

The seniority of an employee under these rules shall be determined in a particular category of post on the basis of the length of service on that post provided that in the case of employees appointment by the direct recruitment which join within the period specified in the order of appointment or within such period specified by direct recruitment who join within the period specified in the order of appointment or within such period as may from time to time be extended by the appointing authority, subject to a maximum of one month from the date of order of appointment, the order of merit determined, shall not be disturbed. Provided further that in the case a candidate is permitted to join the service after the expiry of the said period of one month, his seniority shall be determined from the date he joins the service.

POSTING AND TRANSFERES:

Managing Director shall be competent to post/ transfer any employee within the establishment. He shall also be competent to transfer an employee against any equivalent post or along with post.

2. TRAINING AND DEVELOPMENT OF EMPLOYEES.



"Employee Development" was seen as too evocative of the master-slave relationship between employer and employee for those who refer to their employees as "partners" or "associates" to be comfortable with. "Human Resource Development" was rejected by academics, who objected to the idea that people were "resources" — an idea that they felt to be demeaning to the individual. Eventually, the CIPD settled upon "Learning and Development", although that was itself not free from problems, "learning" being an over general and ambiguous name. Moreover, the field is still widely known by the other names.

Training and development (T&D) encompasses three main activities: training, education, and development. Garavan, Costine, and Heraty, of the Irish Institute of Training and Development, note that these ideas are often considered to be synonymous. However, to practitioners, they encompass three separate, although interrelated, activities:

- **Training:** This activity is both focused upon, and evaluated against, the job that an individual currently holds.
- **Education:** This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs.

- **Development:** This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.

The "stakeholders" in training and development are categorized into several classes. The sponsors of training and development are senior managers. The clients of training and development are business planners. Line managers are responsible for coaching, resources, and performance. The participants are those who actually undergo the processes. The facilitators are Human Resource Management staff. And the providers are specialists in the field. Each of these groups has its own agenda and motivations, which sometimes conflict with the agendas and motivations of the others.

The conflicts are the best part of career consequences are those that take place between employees and their bosses. The number one reason people leave their jobs is conflict with their bosses. And yet, as author, workplace relationship authority, and executive coach, Dr. John Hoover points out, "Tempting as it is, nobody ever enhanced his or her career by making the boss look stupid." Training an employee to get along well with authority and with people who entertain diverse points of view is one of the best guarantees of long-term success. Talent, knowledge, and skill alone won't compensate for a sour relationship with a superior, peer, or customer.

3. APPRAISAL OF PERFORMANCE OF EMPLOYEES.



An employee performance appraisal is a process—often combining both written and oral elements—whereby management evaluates and provides feedback on employee job performance, including steps to improve or redirect activities as needed. Documenting performance provides a basis for pay increases and promotions. Appraisals are also important to help staff members improve their performance and as an avenue by which they can be rewarded or recognized for a job well done. In addition, they can serve a host of other functions, providing a launching point from which companies can clarify and shape responsibilities in accordance with business trends, clear lines of management-employee communication, and spur re-examinations of potentially hoary business practices. Yet Joel Myers notes in *Memphis Business Journal* that "in many organizations, performance appraisals only occur when management is building a case to terminate someone. It's no wonder that the result is a mutual dread of the performance evaluation session—something to be avoided, if at all possible. This is no way to manage and motivate people. Performance appraisal is supposed to be a developmental experience for the employee and a 'teaching moment' for the manager."

PERFORMANCE APPRAISAL AND DEVELOPMENT

While the term *performance appraisal* has meaning for most small business owners, it might be helpful to consider the goals of an appraisal system. They are as follows:

1. To improve the company's productivity

2. To make informed personnel decisions regarding promotion, job changes, and termination
3. To identify what is required to perform a job (goals and responsibilities of the job)
4. To assess an employee's performance against these goals
5. To work to improve the employee's performance by naming specific areas for improvement, developing a plan aimed at improving these areas, supporting the employee's efforts at improvement via feedback and assistance, and ensuring the employee's involvement and commitment to improving his or her performance.

All of these goals can be more easily realized if the employer makes an effort to establish the performance appraisal process as a dialogue in which the ultimate purpose is the betterment of all parties. To create and maintain this framework, employers need to inform workers of their value, praise them for their accomplishments, establish a track record of fair and honest feedback, be consistent in their treatment of all employees, and canvass workers for their own insights into the company's processes and operations.

A small business with few employees or one that is just starting to appraise its staff may choose to use a prepackaged appraisal system, consisting of either printed forms or software. Software packages can be customized either by using a firm's existing appraisal methods or by selecting elements from a list of attributes that describe a successful employee's work habits such as effective communication, timeliness, and ability to perform work requested. Eventually, however, many companies choose to develop their own appraisal form and system in order to accurately reflect an employee's performance in light of the business's own unique goals and culture. In developing an appraisal system for a small business, an entrepreneur needs to consider the following:

1. Size of staff
2. Employees on an alternative work schedule
3. Goals of company and desired employee behaviours to help achieve goals
4. Measuring performance/work
5. Pay increases and promotions
6. Communication of appraisal system and individual performance

4. REMUNERATION OF EMPLOYEES



Employee Remuneration refers to the reward or compensation given to the employees for their work performances. Remuneration provides basic attraction to a employee to perform job efficiently and effectively. Remuneration leads to employee motivation. Salaries constitute an important source of income for employees and determine their standard of living. Salaries affect the employee's productivity and work performance. Thus the amount and method of remuneration are very important for both management and employees.

There are mainly two types of Employee Remuneration

1. **Time Rate Method**
2. **Piece Rate Method**

These methods of employee remuneration are explained below in detail

Methods of Employee Remuneration

1. **Time Rate Method:** Under time rate system, remuneration is directly linked with the time spent or devoted by an employee on the job. The employees are paid a fixed pre-decided amount hourly, daily, weekly or monthly irrespective of their output. It is a very simple method of remuneration. It leads to minimum wastage of resources and lesser chances of accidents. Time Rate method leads to quality output and this method is very beneficial to new employees as they can learn their work without any reduction in their

salaries. This method encourages employee's unity as employees of a particular group/cadre get equal salaries.

There are some drawbacks of Time Rate Method, such as, it leads to tight supervision, indefinite employee cost, lesser efficiency of employees as there is no distinction made between efficient and inefficient employees, and lesser morale of employees.

Time rate system is more suitable where the work is non-repetitive in nature and emphasis is more on quality output rather than quantity output.

- 2. Piece Rate Method:** It is a method of compensation in which remuneration is paid on the basis of units or pieces produced by an employee. In this system emphasis is more on quantity output rather than quality output. Under this system the determination of employee cost per unit is not difficult because salaries differ with output. There is less supervision required under this method and hence the per unit cost of production is low. This system improves the morale of the employees as the salaries are directly related with their work efforts. There is greater work-efficiency in this method.

There are some drawbacks of this method, such as; it is not easily computable, leads to deterioration in work quality, wastage of resources, lesser unity of employees, higher cost of production and insecurity among the employees.

Piece rate system is more suitable where the nature of work is repetitive and quantity is emphasized more than quality.

5. SOCIAL SECURITY AND WELFARE OF EMPLOYEES



PROVIDENT FUNDS:

Employees shall be entitled to the membership of the Employees Provident Fund and other schemes under the employees Provident Fund and Misc. Provisions Act' 1952 irrespective of the pay drawn b him re-employed persons shall be governed by the terms of their appointment.

BONUS:

Employees shall b entitled to payment of the Bonus under the payment of Bonus Act, 1965 as amended or re-enacted from time to time.

MEDICAL BENEFITS:

An employee, as and when covered under the PSI Act/Scheme, shall get medical benefits as provided there in. An employee not covered under the PSI Act/Scheme shall be entitled to medical benefits as may be decided by the board from time to time with the concurrence of the compnay

ALLOWANCE:

Dearness Allowance, Additional Dearness Allowance, House Rent Allowance, City Compensatory Allowance, Rural Allowance and Other Compensatory Allowance Shall be

Admissible to the Employees of the Life Insurance as per the Decision of the Board with the concurrence of the company.

BENEFITS ADMISSIBLE IN THE EVENT OF DEATH OF AN EMPLOYEE DURING SERVICE:

In case of death of an employee while in the service of company his family members shall be entitled to the following benefits/ facilities at the rates/scales and on the terms & conditions as approved by the board.

Ex-gratia grant.

- a. House Rent Allowance.
- b. Encashment of P. leaves.
- c. Priority for employment of widow/dependent of deceased employee.
- d. Special Ex-gratia grant to the family members of an employee of the company Killed by terrorist action.

LEAVE:

All the employees shall be entitled to the following kinds of leave:-

♣ PRIVILEGE LEAVE (LEAVE WITH WAGES):

One day for every 18 days of service (for the purpose of calculation of days of services, the period of Privilege Leave availed and leave without wages/ absence shall not be counted).

♣ CASUAL LEAVE:

12 days per annum.

♣ SICK LEAVE:

14 days per annum to those employees who are not covered by the ESI Act/Schemes.

7 days per annum to those employees who are covered by the ESI Act/Scheme.

RESIGNATION:

If a regular/permanent employee intends to leave the service of tendering resignation, he shall have to give one month's notice in writing, otherwise, he shall have to deposit one month's salary or salary for the period by which the notice falls short of one month (for this purpose salary will include basic pay +all other allowance admissible thereon, experts House Rent/Rural allowance, Conveyance Allowance and Medical Allowance.)24 hours notice shall be required for tendering resignation during probation period.

The resignation tendered by the employee may be accepted by the appointing authority.

SUPERANNUATION / RETIREMENT

Every employee shall be superannuated on the afternoon of the last day of the month in which he attains the age of 58 years.

Not with standing anything contained in Rule 17.1 above, an employee may be permitted at his own request to retire from the service attaining the age of 50 years or after 20 years of service at any time by the appointing authority provided three months notice.

A thing contained in rule 17.1 and 17.2 above, the appointing authority shall, if it is of the opinion after reviewing the entire service record of an employee that he is not fit to be retained in the service and that it is in the interest of the Life Insurance.

Major misconducts:

Without prejudice to the generality of the term, "misconduct", the following acts of commission or omission shall, interlaid, constitute specific acts of Major Misconduct on the part of the employee:

1. Breach or habitual breach of any standing instructions or rules regulations, conditions of the appointment letter or orders issued by the establishment from time to time.

2. Acting in any manner prejudicial to the interest or reputation of the establishment, disregard of any operation & maintenance.
3. Negligence or habitual negligence of duty or laziness or in efficiency or incompetence or malingering or neglect of work or carelessness in work, poor or unsatisfactory performance intentionally. Bring narcotic, liquor or other intoxicating things in premises or reporting.
4. Doing private or personal work during working hours, engaging in any other trade, business profession, service of the Establishment without the competent authority.

PUNISHMENTS FOR MAJOR MISCONDUCTS:

One or more of the following punishments may be imposed on an employee who is found guilty of a major misconduct, namely:-

1. Stoppage of one or more annual grade increments of pay with or without cumulative effect
2. Recovery of damages or the amount of loss suffered by the Establishment on account of misconduct of the employee.
3. Demotion to the Lower post.
4. Termination of service.
5. Dismissal from service.

PUNISHMENTS FOR MINOR MISCONDUCTS:-

One or more of the following punishments may be imposed on an employee who is found guilty of minor misconduct, namely:-

1. Warning or Censure.
2. Making an adverse entry in his service record.

3. Stoppage of one annual grade increment of pay with or without cumulative effect for a period of six months.
4. Recovery of loss of goods expressly entrusted to the employee or more for which he is accountable.
5. Recovery from his pay of the he is accountable, pecuniary loss caused by him to the establishment by negligence or breach of orders.
6. Suspension without pay or subsistence for a period not exceeding 15 days.

PROCEDURE FOR AWARDING PUNISHMENT FOR ACTS OF MINOR MISCONDUCTS:

Where an allegation of minor misconduct is alleged against an employee, he shall be called upon to explain his position.

PROCEDURE OF ENQUIRY AND PUNISHMENT FOR MAJOR MISCONDUCTS.

An employee against whom a major misconduct is alleged shall be served with a charge Sheet by the competent authority clearly setting forth the imputation of misconduct and calling upon the employee to submit his explanation within a period of 7 days, provided that such time may be extended for a maximum period of 7 days, after the expiry of initial period of 7 days if sufficient reasons are advised by the employee for seeking an extension, for which purpose a written request will have to be made him.

In case where the employee admits in writing the charge(s) leveled against him, it shall be open to the competent authority to award one or more of the punishments provided in these rules without holding any enquiry.

In the case of the explanation submitted by the employee is found to be satisfactory, the matter will be dropped.

In case the employee fails to submit his explanation within the prescribed time or extended time allowed to him or where the extended time allowed to him or where the explanation submitted by him is not found satisfactory, the competent authority shall appoint a person to hold an enquiry

and issue ordered in this regards specifying there in the names of the Enquiry officers and the Presenting officers.

The accused employee shall be entitled to the reimbursement of actual rail/bus fare only besides conveyance undertaken by him for inspection of relevant records and attending the enquiry proceedings at a station other than his HQs.

The enquiry officer shall on the conclusion of the enquiry, submit his report in writing giving his findings with the reasons therefore to the authority.

APPEAL AGAINST PUNISHMENT:

- ♣ An appeal against the orders of the competent authority imposing punishment, under rules 29 and 30 of these rules shall lie to the board of directors of the company. The board shall constitute a committee consisting of chairman, nominee of the company, nominee of RCs and nominee of NDDB to examine the appeal on the basis of records.
- ♣ An appeal shall be filed within a period of 30 days from the date on which the appellant receives a copy of the order appealed against or is deemed to have received.
- ♣ The appellate authority may after consideration of the case and on recording sufficient reasons set aside, reduce, confirm or enhance the punishment and if it decides to enhance the punishment, the accused employee shall be given an opportunity to show cause against such enhancement.

SUSPENSION:

In a case where it is considered that the employee be suspended pending enquiry, the competent authority may suspend the employee pending issues of a charge sheet or subsequent domestic enquiry or till the final orders are passed on the enquiry case. Where criminal proceeding against an employee in respect of any offence involving moral turpitude is pending and the competent authority is satisfied that it is necessary/desirable to place the employee under suspension, the competent.

SUBSISTENCE ALLOWANCE DURING SUSPENSION:

- An employee shall be paid during the period of suspension subsistence Allowance @ 50 % of the wages to which the employee was entitled to immediately preceding the date of such suspension for the first 90 days of suspension and 75% of such wages for the remaining period of suspension.
- The payment of subsistence Allowance to the suspended employee shall be subject to his processing a certificate every month about his having not taken up any other employment and his having remained at the head quarters.

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CHAPTER NO. 4

RESEARCH METHODOLOGY

In order to cope up with the emerging challenges due to tough global competitions, the way out for this is to produce quality products at reasonable prices. This is possible only through an organization culture of quality consciousness and enhanced productivity. Optimal utilization of resources especially the human resources are one sure way of meeting this objective. That's why proper induction of an employee is very important.

STATEMENT OF THE PROBLEM

The topic selected for the study is "Human Resources Management" The main theme of the project is the analysis and interpretation of practices of the employees using Human Resources as a tool.

It is prepared to know whether the company is preparing well or not; performance of the company and about its competitiveness by the analysis and interpretation of the Human Resources Management Process.

A critical study of the effectiveness of Human Resources Management system and suggest ways for improvement.

The problem lies in identifying relationship, mutual understanding between the management and the employees.

The Human Resources Management system provides detailed information about person so that the management can take appropriate steps to improve and achieve the organization goals and help to maintain the smooth relationship between them.

NEED OF THE STUDY

- ✦ Provides information about the performance ranks, basis on which decision regarding salary fixation, confirmation, promotion, transfer and demotion are taken.

- ✳ Provide feedback information about the level of achievement and behaviour of subordinate this information helps to review the performance of the subordinate, rectifying performance deficiencies and to set new standards of work, if necessary.
- ✳ Provide information to diagnose deficiency in employee regarding skill, knowledge, determine training and developmental needs and to prescribe the means for employee growth provides information for correcting placement.

LIMITATION

- a) The time limit to complete the project was less.
- b) There are lot of difference between authors of same subject.
- c) All data collection is based on books, internet and employees of different-different companies.
- d) The information provided by the companies is not very specified and clear in order to analyze the statement.
- e) The basic nature of these statements is historical and past can never be precise.
- f) Analysis of primary data is done on the assumption that the answers given by the respondents are true and correct.
- g) Most of the employees are not ready to share the information.

RESEARCH OBJECTIVES

The current research will be aimed at determining the Human Resources Management at Indian companies. The research will be focused on the following major issues.

- a) To study the significance of Human Resources Management.
- b) To study the system development at Indian companies
- c) To measure the factors related to Human Resources Management.

- d) To study the employee relation and executive response for Human Resources Management in Indian companies.

SCHEME OF RESEARCH

The following methodology was adopted in project

- Comprises of understanding the theoretical concepts in general.
- Questionnaire study
- Analysis of the primary data
- Analysis of the secondary data

RESEARCH DESIGN

Research design means a specified framework for controlling the data collection. The research is of descriptive in nature, which could provide an accurate picture of induction procedure conducted in the organization. Descriptive research includes surveys and fact-finding inquiries of different kinds. The research is of Ex post facto nature in which researcher no control over the variables has. Statistical method lay stress on objectivity rather than rely on intuition and judgment and average & percentages can easily be calculated.

The statically method needs the collection of data in two forms

1. Primary data
2. Secondary data

1. PRIMARY DATA

The primary data are those, which are collected afresh and for the first time, and thus happen to be original in character. The data on the required information is collected from actual persons using the product/ services. This data is more suited for the objectives of the project.

2. SECONDARY DATA

The data which have already been collected by someone else or taken from published or unpublished sources and which have been already been passed through the statistical process.

MODE OF DATA COLLECTION

The study is based on Secondary data which includes:-

Secondary Data will be gathered from books and journals on Human Resources Management, data available in different-2 companies' websites, and other HRM websites.

Sample Project Report

CHAPTER NO. 5

- FOCUS GROUP
- SAMPLING METHODS
- SAMPLE SIZE
- TOOLS USED
- DATA ANALYSIS AND INTERPRETATION

Sample Project Report

FOCUS GROUP

The following Human Resources Management is highlighted in this project.

1. The main focus in this project is given on the recruitment and selection process of the company. If the company is select the right candidate for the right person then the company has not to spend the money on the recruitment process, if the company can select the right candidate, the candidate can easily spend latest 5-7 years with the organisation.
2. Second main focus is given in this project report is working hours and working environment of the company. The company working conditions is suitable for all employees or not, and environment is good for female employees or not.
3. Whether the employees are satisfied with the health, safety, welfare facility provided by the company or not.
4. Whether the company increment process and promotion process is liked by the employees or not.
5. Training policy of the company is good for employee learning or not.

And there are so many other thinks which is not taken in this project due to time shortage and difficulty in collection of the data.

SAMPLING METHODS

SAMPLE SIZE

Sample Size : 100 Employees of **different local companies.**

Sampling Method: Sampling was done on the basis of Random sampling.

TOOLS USED

MOTIVATIONAL TOOLS

Motivating for work is inseparable to continue productivity. But work when itself serves as motivation then progress is inevitable. The organization must take great care to motivate its employees through various methods.

- ❖ Promotion may be one of the best motivational factors. Promotional basis could be
 - work performance
 - qualification
 - performance evaluation
 - skill enhancements
 - Initiative steps taken.

- ❖ Organization may also provide fringe benefits such as
 - leave travelling allowance
 - medical
 - free transportation
 - ESI (Employee State Insurance)
 - Furnishing scheme
 - House lease
 - hospitalization

WELFARE ACTIVITIES

The organization may adopt welfare policies such as

- Transportation facility
- Canteen facility with breakfast, lunch and dinner facility along with refreshments.
- Canteen could be free, subsidized, paid. But the most preferred one is through subsidized mode.
- The organization must also possess first aid facilities for its staff. A well-versed rehabilitation of injured staff and an on duty doctor or an ambulance should be always provided.
- The organization must also possess a grievance handling committee despite a union to take an action for their problems. It could be a three tier or four-tier grievance committee.

DATA ANALYSIS AND INTERPRETATION

Data Analysis and interpretation is conducted on 100 employees of Local Companies.

1. How long you are working in the organization?

YEARS	WORKING IN THE ORGANIZATION	PERCENTAGE
0-2 YEARS	6	6%
2-5 YEARS	16	16%
5-10 YEARS	30	30%
MORE THAN 10 YEARS	48	48%
TOTAL	100	100%

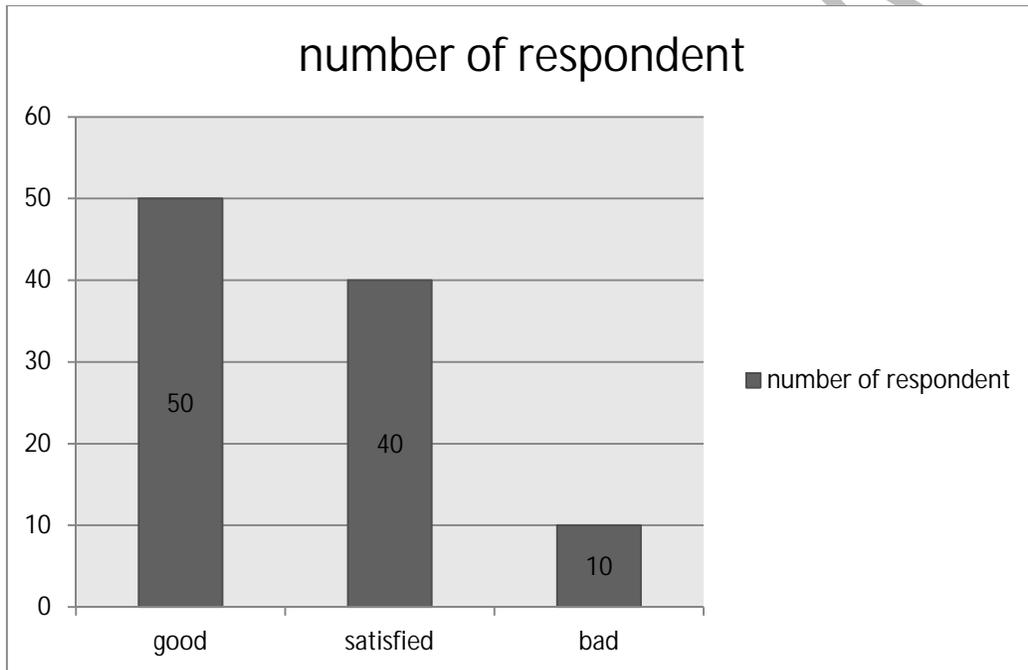


Finding

From the chart that 48 employees are working for more than 10 years. Even no. of employees working between 5-10 years are 30. This shows that most of the employees are satisfied with their job. The attrition rate of the company is very low. This indicates that employee are satisfied and their respondent were interviewed and it was found that employee to know while they are continuing in their company for more than 10 year and followed that they are overall satisfied.

2. Are you comfortable with the working environment?

WORK ENVIRONMENT	NUMBER OF RESPONDENT	PERCENTAGE
GOOD	50	50%
SATISFIED	40	40%
BAD	10	10%
TOTAL	100	100%

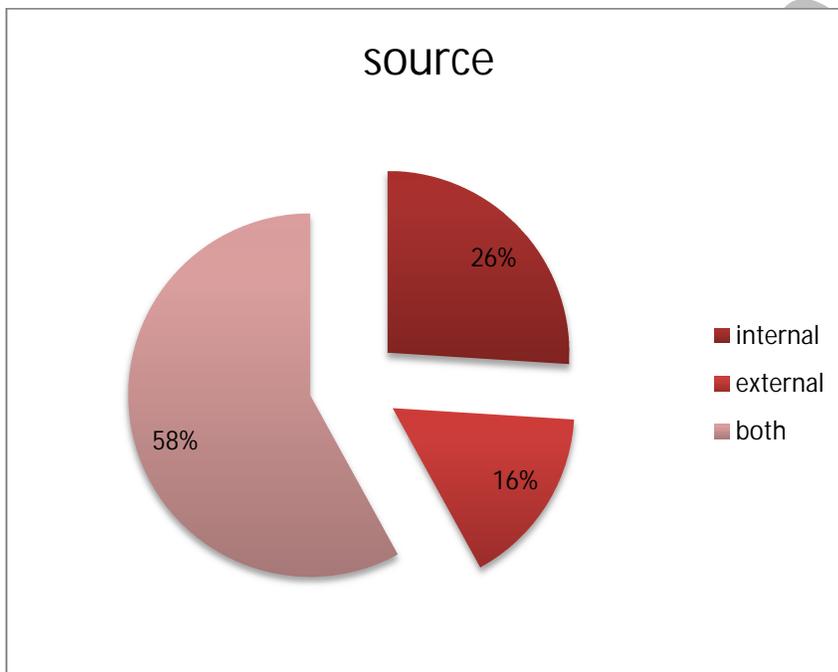


Finding

50% of employee express as a good environment remain. From the remaining 50% about 40% says a satisfactory job environment only about 10% feels bad working environment is there. There are not satisfied with the way they are given the work. They feel there is the bias is there.

3. What are the various sources of recruitment in your organization?

OPTION	SOURCE	PERCENTAGE
INTERNAL	26	26%
EXTERNAL	16	16%
BOTH	58	58%
TOTAL	100	100%

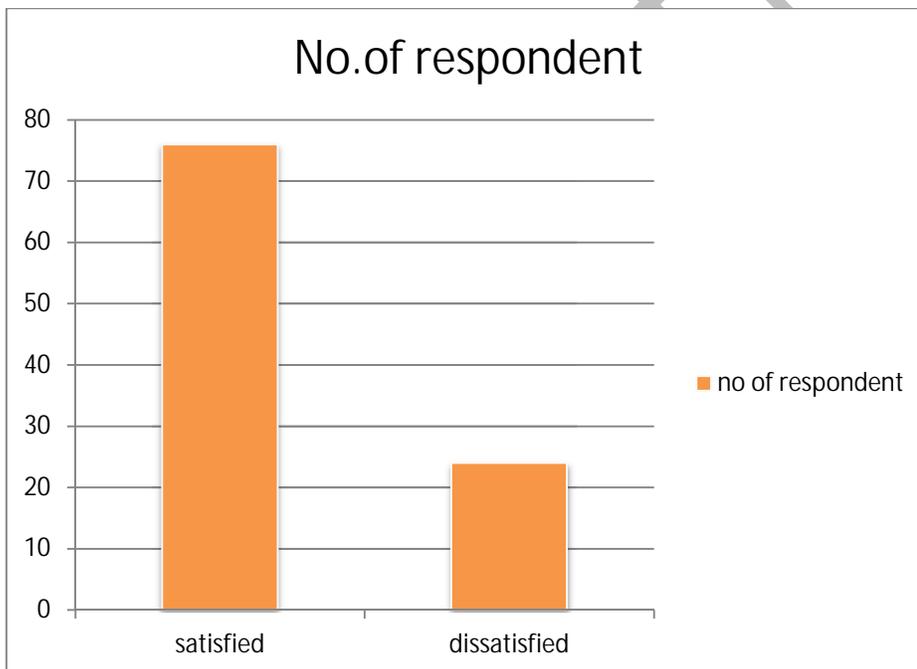


Finding

About 58% of recruitment through both internal and external source and 26% of recruitment through internal source and 16% of recruitment through external source.

4. Whether the employees are satisfied with the health, safety, welfare facilities provided by the Company?

OPTION	NO OF RESPONDENT	PERCENTAGE
SATISFIED	76	76%
DISSATISFIED	24	24%
TOTAL	100	100%

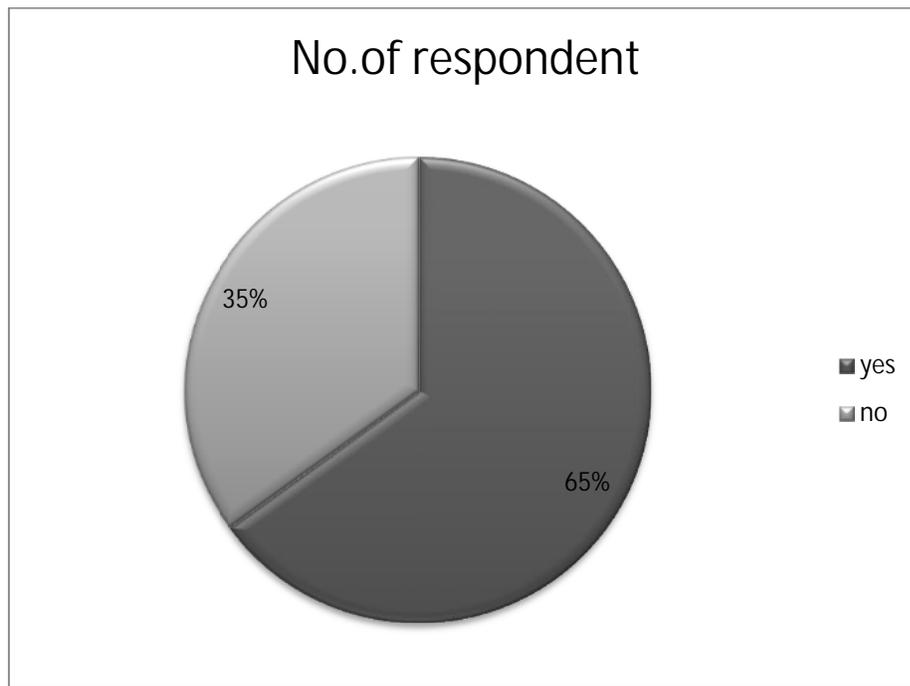


Finding

It shows that 76% are satisfied and 24% give a negative reply. After further interviewing the respondent that there has to be the further health check-up like cancer and other test health policy.

5. Are you satisfied with recruitment process of your company?

OPTION	NO OF RESPONDENT	PERCENTAGE
YES	65	65%
NO	35	35%
TOTAL	100	100%



Finding

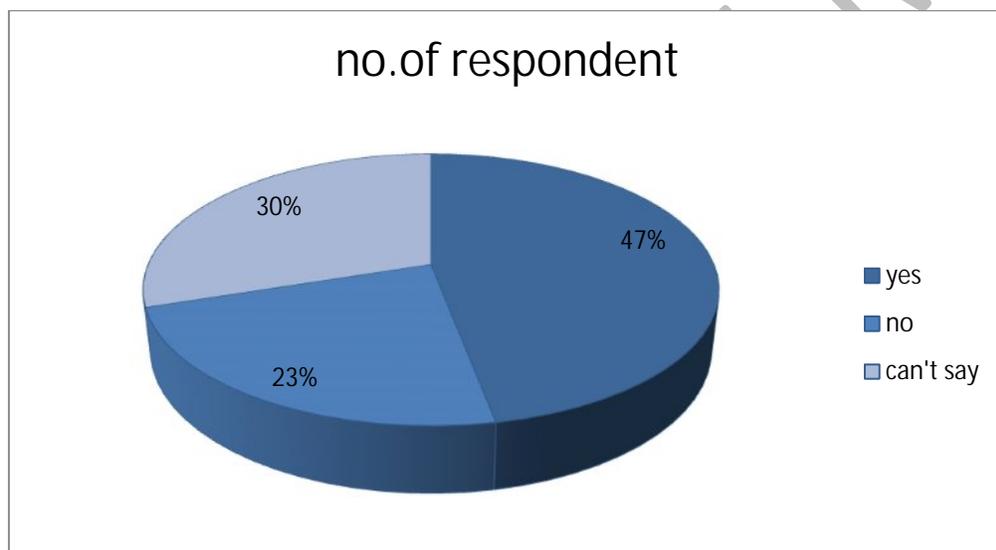
About 65% of employee are satisfied with recruitment process in the company because as per their vacancy in the organization the manager check the C.V. of that candidate whatever they want from the candidate is to be there or not and then personal and technical interview and 35% are satisfied recruitment process as the candidate may have competence but it is not mention in the CV and may not have preferred well were rejected.

6. Are you satisfied with your organization salary increment policy?

H_0 : The organization salary increment policy is not effective.

H_1 : The organization salary increment policy is effective.

OPTION	NO.OF RESPONDENT	PERCENTAGE
YES	47	47%
NO	23	23%
CAN'T SAY	30	30%
TOTAL	100	100%



Finding

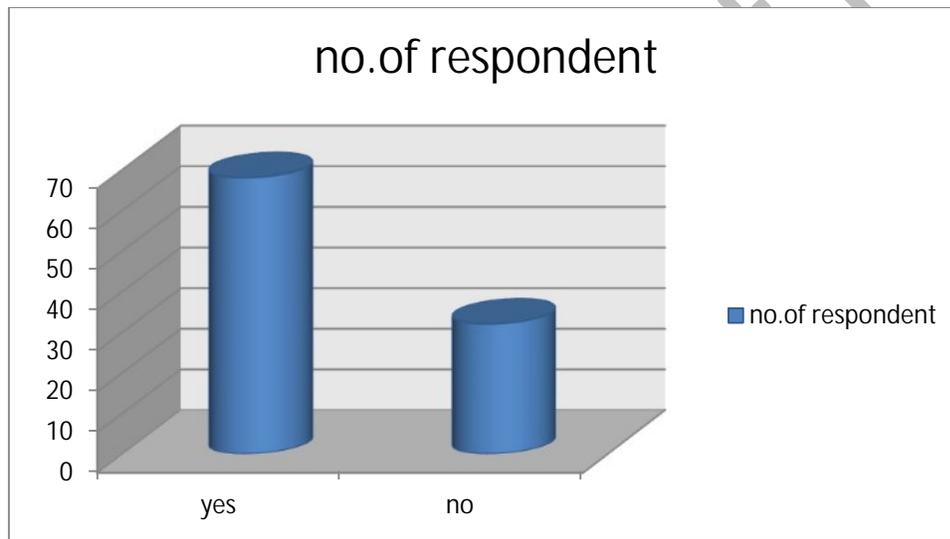
About 47% of employee are satisfied the organization salary increment policy because most of the employee in the organization consider that the salary increment policy is good, 23% of employee are not satisfied the organization salary increment policy because most of the employee is not agree what increment they had given is not up to the mark as per their profession and 30% of employee can't say anything because they want to do the work what salary organization provide to the employee they are happy. So alternative hypothesis is accepted.

7. Are you satisfied training procedure given in the organization?

H_0 : THE TRAINING PROCEDURE IS NOT EFFECTIVE

H_1 : THE TRAINING PROCEDURE IS EFFECTIVE

OPTION	NO.OF RESPONDENT	PERCENTAGE
YES	68	68%
NO	32	32%
TOTAL	100	100%



Finding

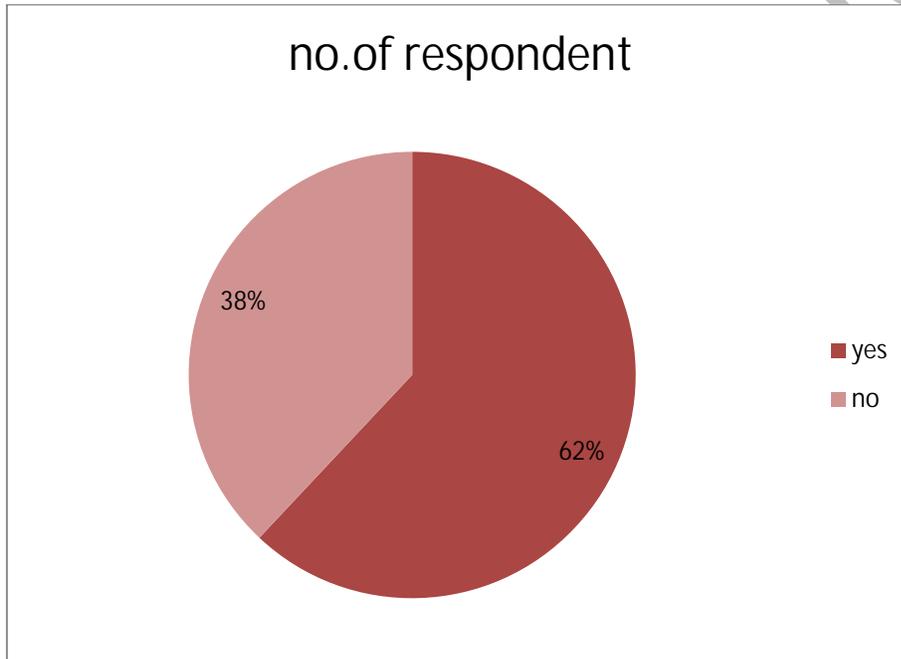
About 68% of employee are satisfied training procedure given in the organization because the trainee should understand each and every thing what trainer should teach in the organization is about the internal training as well as external training and 32% of employee are not satisfied training procedure given in the organization because the training provided to the trainees which is not as per the aptitude and attitude, proficiency level of an employee. So alternative hypothesis is accepted

8. Are you getting regular training in your company?

H_0 : THE REGULAR TRAINING IS NOT EFFECTIVE

H_1 : THE REGULAR TRAINING IS EFFECTIVE

OPTION	NO. OF RESPONDENT	PERCENTAGE
YES	62	62%
NO	38	38%
TOTAL	100	100%



Finding:

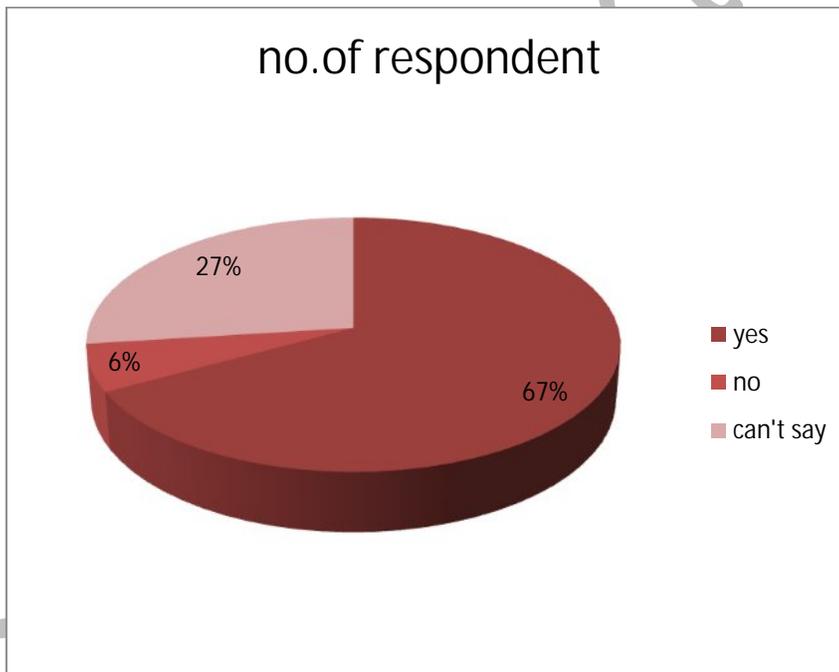
About 62% of employee says 'yes' should get the regular training in the organization because on these training trainee should understand each and every thing what trainer should teach in the organization and 38% of employee says 'no' shouldn't get the regular training in the organization because training is provided once in the career and if they don't perform they are terminated from a job. So alternative hypothesis is accepted.

9. Does the present performance appraisal meet your career advancement?

H_0 : The present performance of an employee is not being appraised through career advancement.

H_1 : The present performance of an employee is being appraised through career advancement.

OPTION	NO.OF RESPONDENT	PERCENTAGE
YES	67	67%
NO	6	6%
CAN'T SAY	27	27%
TOTAL	100	100%



Finding

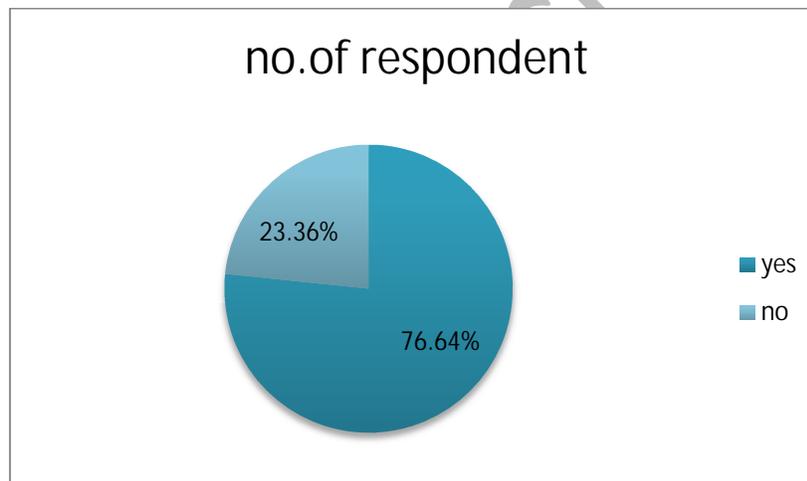
About 67% of employee says 'yes', 6% of employee says 'no' and 27% of employee says can't say. So that present performance appraisal is used in the organization for charting their career planning and so alternative hypothesis is accepted.

10. Are you satisfied with promotion activities in the organization?

H_0 : The promotion activities are not satisfied in the organization.

H_1 : The promotion activities are satisfied in the organization.

OPTION	NO.OF RESPONDENT	PERCENTAGE
YES	76.64	76.64%
NO	23.36	23.36%
TOTAL	100	100%



Finding:

About 76.64% of employees are satisfied with the promotion activities in the organization because the ranking method is used in the organization for the promotion activities and 23.36% of employees are not satisfied with the promotion activities in the organization. According to that ranking method is used for appraising the performance and there is no individual initiated which can focus on development. So alternative hypothesis is accepted.

CHAPTER NO. 6

FINDINGS OF STUDY:

The findings during the work carried out by me can be categorized into two

A) Positive findings:-

1. A majority of employees feel that recruitment process carried out in their companies are satisfactory. Management is also satisfied with the process of recruitment to some extent.
2. Most of the employees feel that the HR department is good. About 58% of the managers say that they prefer both internal as well as external source for recruitment and selection.
3. Almost all the employees are satisfied with the training activities conducted in the organisation. 68% of the employees have achieved their training objectives.
4. Superiors are very supportive and helps their sub-ordinates in achieving their objectives
5. The management has understood the importance of systematic appraisal system & they are taking every effort to implement it properly.
6. The training programme arranged for performance appraisal is good. The trainer is also very effective to make the employees understand the concept.
7. The performance appraisal training programme is appreciated by the employees & they are really benefited by it.

B) Negative findings:-

1. Some employees were moderately or not much satisfied with the process of recruitment.
2. Since rules and regulations are very dynamic, so most of the employees face difficulty to adjust with them.
3. Most of the candidates do not turn up when they are called up for the interview.
4. Regional behaviour and language influence is higher during training and even after delivering their language; the desired effects are not seen.

6. Most of the employees slowly understand the importance of performance appraisal.

SUGGESTIONS

As in the competitive world where the need for every organization to prove itself the best and make an outstanding and remarkable progress is the need, no fact could be left ignored. Every organization must know the shortcomings and must try to go for building up the shortcomings. An ethical practice in any organization could only be achieved if the organization works for the well being of its employees. Every organization must possess a basic structure and the organization must be capable enough to reward its outstanding performers and must appreciate the initiative works.

According to the survey been conducted with various HR heads of various organizations here are few suggestions from their side:

INDUCTION PRACTICES

Induction is must in every organization for all level of employees to make them well known of the industry they are working in.

- ❖ The best ways to perform induction may be through
 - Lectures
 - Power point presentations prepared explaining company's policies.
 - Through SOPs (Standard operating procedures)
 - Manuals
 - But the most adopted one is through personal induction.
- ❖ The induction program must follow a proper feedback from employees been put into the program which is again an ethical practice and is achieved by
 - Induction scheduling
 - Opinions from supervisors
 - Feedback forms.

RECOMMENDATIONS

- For all the programs the organization must follow feedback method to understand the effectiveness of any practice in a better way.
- Holistic views of induction should out show both positive and negative aspects of the organization. This ultimately let the employee know about both the phases of the policies adopted by the organization.
- Practice of providing a brief presentation of the company and a booklet for rules and regulations of company must be maintained so that the employee could go through it whenever required.
- Individual should concentrate more while training. When an organization invests on training of an employee, the purpose of training serves the mutual benefit of both organization and the employee. Thus, the employee should be more oriented towards drawing as much benefits as he can. Employees are supposed to understand their role for particular training program.
- Company must maintain training manuals or training charts and training report submitted by the trainee. This, practice not only keeps a maintained record of the programs been conducted but also keep the employee known of the knowledge gained by him which could later be utilized.
- A pre- evaluation and post evaluation practice should be followed to understand the success of training and the training could be then effectively used to fill gaps later.
- Continuous training module should be conducted, personality development training should be provided.
- To motivate the employees
- Performance awards could be given every year.
- Incentives could be paid.

- Salary saving schemes could be provided.
- Extra activities such as games and sports, community meetings, recreational activities, picnics, tours and outings should be planned to improve the interpersonal relationships.
- External welfare activities could also be taken up by the organization such as
 - Blood donation camps
 - Safety week
 - Free eye camps
 - Free books for children
 - Poster and quotes competition could be organized.
- Devotion, belongingness and good team member spirit should be rewarded. Employees should be encouraged for group efforts and team work.
- To avoid worker union for better employee welfare and give suitable welfare activities from time to time to the employees in house work committee should be developed to handle the grievance.
- Employee's participation is key issue. Thus, suggestions should always be invited and maximum efforts should be put up to implement the suggestions.

SUGGESTIONS

- Employee's family's involvement in motivating employee is the key element. It creates a special pressure point.
 - Drawing competitions of children could be organized.
 - Special training for wives could be arranged to teach them what are the dos and doesn't.
 - Special scholarships could be announced for the children of employees securing good marks.
- Management by objective should be adopted. The practice should be objective to avoid biasness.
- Kaizen award could be given to the implementer of best suggestion.

CHAPTER NO. 7

CONCLUSION

At last I want to say that while recruitment and selection identify acceptable candidate, the process still continue with induction program for the new employee, we can further fine tune the fit between the candidate's qualities and the organization's desire. Then to make the employees more skilled behavioral training may be provided.

It makes the positive impact of any organization, but it needs a lot of money, time, attention and guidance. It is just like only taking, not giving or taking the starting benefits and when the time comes for returning back you just quit the job. So it is not always fruitful.

The employee motivation is needed to be built up through constant attempts of the organization. The organization may adopt various methods for motivating the employees. It may be by providing recreational activities such as tours, picnics, family outings, annual days, sport days, functions, and parties. The organization must consider its employees as its family members and must provide some profit sharing policy such as ESOPs , bonus, and shares. the organization may provide fringe benefits.

Welfare activities to be undertaken by the organization may include various facilities such as uniform for the employees for whom HR department is responsible for its maintenance and providing it.

Last but not the least rewards are the main motivational activity, which may be monetary and non-monetary rewards.

At last to conclude, I would like to say that with enthusiasm that it was a great experience working with many experienced people working at senior positions. Interacting and spending time with the people rich in learning experience. The people were very cooperative and helpful and encouraging. It is an experience to be cherished for a long time.

It was great of learning so much about HR practices and implementing them. I'm really thankful for all the senior members who explain me the working strategies and methodologies of organizations.

CHAPTER NO. 8

SUMMARY OF THE PROJECT REPORT (SYNOPSIS)

S.NO.	PARTICULAR
1	TITLE OF THE PROJECT
2	STATEMENT OF THE PROBLEM
3	OBJECTIVES OF THE STUDY

TITLE: HUMAN RESOURCES MANAGEMENT

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors are the new corporate heroes. The name of the game today in business is personnel. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order.

Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives.

Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Role of HRM is becoming all the more important.

STATEMENT OF THE PROBLEM

The topic selected for the study is “Human Resources Management” The main theme of the project is the analysis and interpretation of practices of the employees using Human Resources as a tool.

It is prepared to know whether the company is preparing well or not; performance of the company and about its competitiveness by the analysis and interpretation of the Human Resources Management Process.

A critical study of the effectiveness of Human Resources Management system and suggest ways for improvement.

The problem lies in identifying relationship, mutual understanding between the management and the employees.

The Human Resources Management system provides detailed information about person so that the management can take appropriate steps to improve and achieve the organization goals and help to maintain the smooth relationship between them.

OBJECTIVE OF THE STUDY

To find the relation and effect of Human Resources Management with organization effectiveness.

1. To understand the recruitment procedure adopted by the Indian companies
2. To understand the HR Practices and policies adopted by Indian companies.
3. To identify the training and development program adopted by the Indian companies
4. To identify compensation salary increment policy adopted by the Indian companies
5. To identify the present performance of an employee being appraised through career advancement.
6. To identify employee welfare scheme launch by the govt.
7. To identify working hours of the Indian companies.
8. To provide better employee health, safety, welfare facilities as per their standard policies.
9. To understand the quality circle is beneficial for solving the problem.
10. To understand the reason of employee turnover.

ANNEXURE

This questionnaire is to study the “**HUMAN RESOURCES MANAGEMENT**”. You are requested to please give few minutes to fill the questionnaire and provide us with valuable information. All the information provided by you will be treated as confidential. We will be glad to share the summary of the survey with you

Instructions

You may mark more than one option if relevant.

You are free to put your remarks in every blank provided.

- 1) Name of the company_____
- 2) Complete address_____
- 3) Name of HR head_____
- 4) E-mail address_____
- 5) Telephone no._____
- 6) Work force of the company_____
- 7) Turnover rate_____
- 8) does your organization have other manufacturing units in India
(Yes / No)
- 9) if Yes, how many permanent employees do u have in each
(1)_____ (2)_____ (3)_____

INDUCTION PROGRAM

- 1) Does the company provide induction for new employees (yes/no)
- 2) What are ways of induction
 - Diaries
 - Manuals
 - Brochures
 - Company cd's
 - Any other, please specify_____

- 3) Who participates in delivering the function?

- HR department
- Related department
- All departments
- Any, other please specify_____

4) Does induction is

- Same for all
- Different for different levels

5) Induction related to which areas are provided_____

6) What is the duration of induction program `_____

7) How does the company evaluates the effectiveness of induction program being conducted

- Feedback method
- Opinion from supervisor
- Employee satisfaction surveys
- Performance evaluation
- Any other, please specify_____

8) Do the organization follow any induction scheduling_____?

9) Any other best induction practices you would like to share _____

BEHAVIORAL TRAINING

1) How does the company recognize the need for training?

- **Through questionnaires**
- Performance monitoring
- Reference from supervisor
- Absence in pride
- Defective quality product

- Unsatisfactory promotions
 - Any others, please specify _____
-

2) What type of training is conducted?

- On the job training
 - Class room sessions
 - Online training
 - Apprentice Training
 - Outdoor training
 - Any other please specify _____
-

3) Who gives the training?

- Internal trainer
- External trainer
- Any other, please specify _____

4) what is the percentage of employee involved in training _____

5) what is the annual budget for training _____

6) what is the module duration of training _____

7) How do you take feedback of training program _____

8) Please provide us any other information to help us understand the measurement of training effectiveness _____

9) Any best practice in training you would like to share _____

MOTIVATIONAL TOOLS

1) Does the company provide any recreational activities(you can mark more than one option in case applicable)

-
- Picnics
 - Tours
 - Family outings
 - None
 - Any other, please specify _____

2) Does the company provide any profit sharing policy

-
- ESOP'S
 - Bonus
 - Shares
 - None
 - If any other, please specify _____

3) Does the company take up initiative for improving interpersonal relationship

-
- Parties
 - Functions
 - Get together
 - Community meetings
-

- Any other, please specify
-

4) does the company provide any retirement benefits

- Gratuity
 - VRS(voluntary retirement scheme)
-

- PF (Provident fund)
-

- Pension
- Old age security
- Any other, please specify _____

5) What are the promotional bases adopted by the organization

6) What are the fringe benefits provided by an organization _____

7) Any other motivational initiative you would like to share with us _____

WELFARE ACTIVITIES

1) Does the company provide any transportation facilities (yes/no)

2) If yes, what type of facilities have been provided _____

3) Does the company provide uniform for its employees(yes/no)

4) If yes,

- Who is responsible for providing these uniforms
- Who take care of their maintenance

5) Does the company has well establish cafeteria/canteen(yes/no)

If yes,

6) What facilities are provided?

- Lunch
- Breakfast
- Dinner
- Snacks

7) Payment Mode

- Free
- Subsidized
- Paid

8) Does the company has any special aid facility(you can mark more than one option if applicable)

- On duty doctors
- Any collaboration with hospitals
- Ambulance for emergency
- First aid kit
- None
- Any other please
specify_____

9) Does the company adopt any on job safety measures

- Fire safety
- Electric/ shock safety
- Radiation safety (if any)
- Any harm while handling the machinery
- None

○ If any other please
specify_____

10) What policy do the company has for rehabilitation of injured
staff_____

11) What are the grievance handling procedures of the organization _____

12) Any other welfare related initiative you would like to share_____

Sample Project Report

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THANK YOU VERY MUCH FOR YOUR SUPPORT!!!