

HUMAN RESOURCE MANAGEMENT

Unit 3

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By

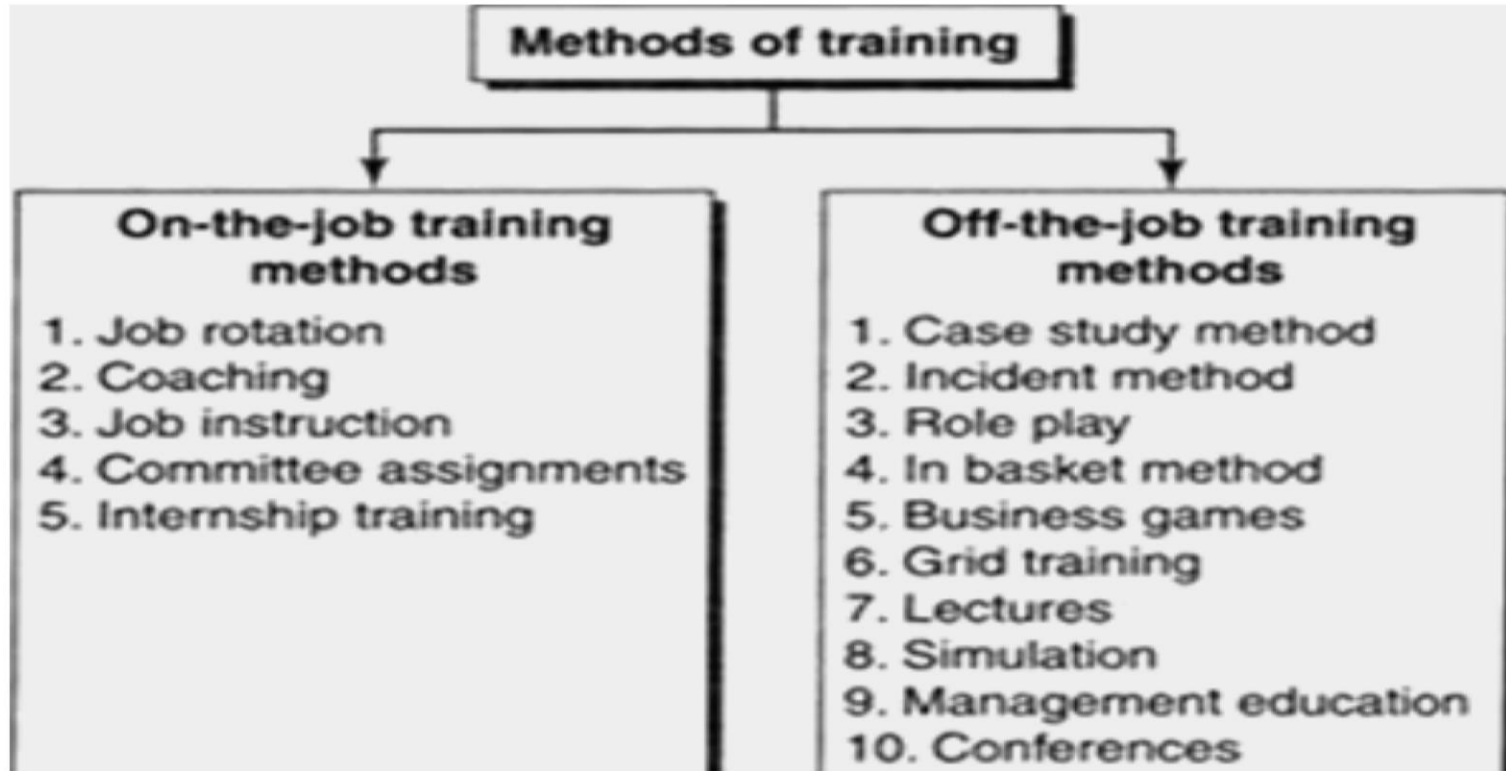
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Employee Training & Development

Meaning and Importance of Training

The importance of training lies in **the opportunity to strengthen your employees' existing skills and learn new ones, helping to boost individual and organizational performance.** Training allows employees to become more effective while also increasing job satisfaction and reducing employee turnover

Methods and Types of training



Career planning, promotion, transfer,
demotion and separation,

- Other Training Types

Performance Appraisal: Meaning and Types of appraisal

A performance appraisal is a regular review of an employee's job performance and contribution to a company. Companies use performance appraisals to determine which employees have contributed the most to the company's growth, review progress, and reward high-achieving workers

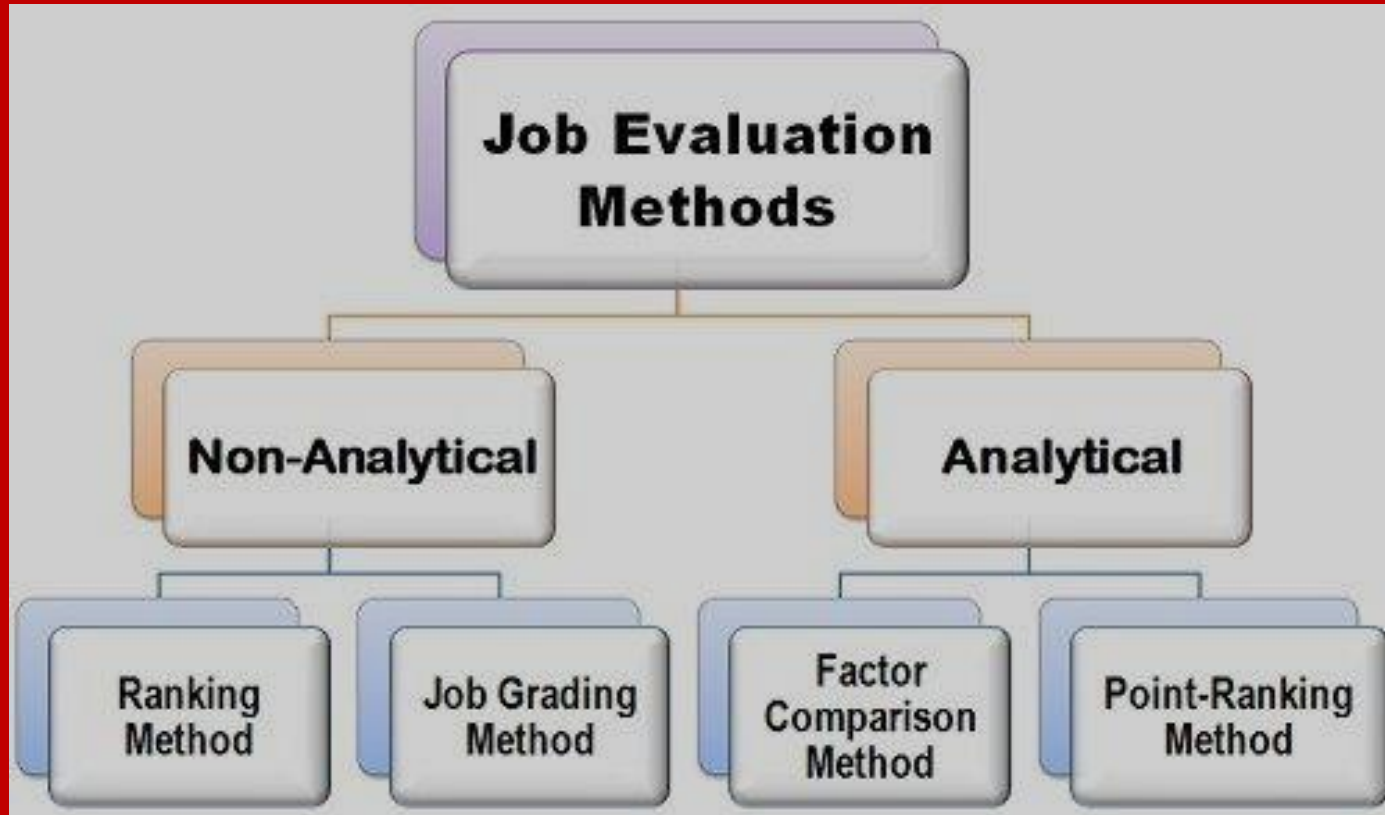
Types Of Performance Appraisals

- 1 The 360-Degree Appraisal
- 2 General Performance Appraisal
- 3 Manager Performance Appraisal
- 4 Technological Performance Appraisal
- 5 Employee Self-Assessment
- 6 Project Evaluation Review
- 7 Sales Performance Appraisal

Job Evaluation: Meaning

- A job evaluation is a systematic way of determining the value/worth of a job in relation to other jobs in an organization. It tries to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure.

Methods of Job Evaluation



1 Ranking Method

- This method ranks jobs in order based on each position's perceived value in relation to others. Although this method does not consider market compensation rates, it may work well for smaller companies. Larger companies employing this method could be complex due to the larger number of positions, but could still work if jobs are grouped, for example by professional level.

2. Classification/Grading Method

In this job evaluation method, generic job characteristics are grouped together to reflect their level of skill and responsibility at several predetermined grade classifications. This method tends to be straightforward and not as time-consuming as some others.

For this, individual jobs are compared to groups of predetermined job characteristics, and then matched to a specific grade classification based on the comparison. This can pose some challenges, as one set of characteristics will not always fit every job within an organization. This system is also subject to grade inflation as jobs proceed to higher levels, which could lead to ineffective evaluations.

Factor Comparison Method

Like the Point-Factor Method, this strategy has job factors identified under primary groups, and each factor is assigned a dollar value as opposed to a point value. As this tends to be more complex, only a few organizations employ this method. It can also be hard to communicate to employees, and there is an inherent degree of subjectivity involved in the determination of the dollar values.

Point Ranking Method

- a method of evaluating jobs for the purpose of setting wage or salary levels in which a number of compensable job factors are identified, each factor is divided into degrees or levels, and points are assigned to each level; jobs can then be rated according to their total point score.