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PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

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For

**DRDO SAO • UPSC Recruitment Tests
Admin Officers & Other Competitive
Examinations**

Complete Comprehensive Guide

Theory • Examples • Indian Context • 500+ MCQs with Explanations

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How to Use This Book

This is a revision book, not a first-principles treatise. Work it in three passes — theory, timed MCQs, then the Quick Revision box. Official notifications still beat any line printed here.

- 1. First pass — theory.** Read each chapter once. Mark definitions, distinctions (Personnel Management versus HRM, job description versus job specification, training versus development, hard versus soft HRM), process steps, and every Indian government example.
- 2. Quick Revision boxes.** The box at the end of the chapter is the last-minute sheet. If a line in the box is unclear, return only to that section. Do not skip the box.
- 3. MCQs under time.** Attempt every chapter set in one sitting. Read the explanation even when you were right. If a printed MCQ key conflicts with its explanation, report the question number to info@cracktarget.com for verification.
- 4. Where the marks sit.** Give extra time to Chapter 6 (Performance Appraisal, APAR / SPARROW), Chapters 8–9 (Industrial Relations, discipline, grievance, domestic enquiry) and Chapter 10 (labour legislation and social security).
- 5. One chain, not twelve silos.** Human resource planning → recruitment → selection → training → appraisal → compensation. Industrial relations, discipline and labour law cut across this chain. Questions often test the link, not a single definition.
- 6. The government layer.** Keep a separate note for APAR / SPARROW, the Pay Matrix and Pay Commission logic, reservation and Article 16, CCS (CCA) Rules and natural justice, MACP, and the EPFO–ESIC architecture. These items travel across chapters.
- 7. Law as it stands in September 2026.** For a current-law question, answer from the four Labour Codes (in force from 21 November 2025; Central Rules notified 8 May 2026) and the State rules that apply. Older Acts — the Industrial Disputes Act, 1947, the EPF & MP Act, 1952, the Factories Act, 1948 and their companions — still matter for history, transition and many previous-year questions. Do not write that the Codes are “only enacted”. Do not ignore State rules.
- 8. A four-week rhythm (adjust to your calendar).** Week 1 — Chapters 1 to 4. Week 2 — Chapters 5 to 7. Week 3 — Chapters 8 to 10. Week 4 — Chapters 11 to 12, every Quick Revision box, and one timed mixed set. If time is short, protect Weeks 3 and 4 first.

If a printed line conflicts with a gazette, a DoPT OM, or the latest UPSC / DRDO / EPFO notification, the official text wins.

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- APAR / SPARROW — Ch 6
- Assessment Centre — Ch 6
- BARS — Ch 6
- Career Planning — Ch 5
- Collective Bargaining — Ch 8
- Compensation / Wage & Salary — Ch 7
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- Social Security — Ch 10
- Standing Orders Act — Ch 10
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- Training & Development — Ch 5
- Workers' Participation — Ch 8

CHAPTER 1

Introduction to Human Resource Management

1.1 Meaning and Definitions of Human Resource Management

Human Resource Management (HRM) is the strategic, coherent and comprehensive approach to managing people in an organisation so that they help the business gain a competitive advantage. It is designed to maximise employee performance in service of an employer's strategic objectives. Unlike traditional personnel management, modern HRM treats employees as valued assets rather than mere costs or factors of production.

Classic Definitions:

- **Michael Armstrong (most cited in exams):** "HRM is a strategic and coherent approach to the management of an organisation's most valued assets — the people working there who individually and collectively contribute to the achievement of its objectives."
- **Edwin B. Flippo:** "HRM is the planning, organising, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organisational and societal objectives are accomplished."
- **Dale Yoder:** "HRM is that phase of management which deals with the effective control and use of manpower as distinguished from other sources of power."
- **Indian Perspective (as reflected in public administration literature):** In the Indian public sector and government organisations, HRM is the systematic process of acquiring, developing, utilising and maintaining human resources in accordance with constitutional values of equality, social justice, reservation policies, and service rules such as the Central Civil Services (CCS) Rules.

1.2 Nature and Characteristics of HRM

HRM possesses certain distinctive characteristics that differentiate it from other management functions:

- **Pervasive Function:** HRM is present in every organisation — private, public, manufacturing, service, educational or research. Every manager, whether a scientist-in-charge in a DRDO lab or a section officer in EPFO, performs HR functions to some extent.
- **People-Oriented:** It deals with human beings who have feelings, emotions, aspirations and individuality. Unlike machines, people cannot be programmed completely.
- **Continuous and Dynamic Process:** HRM is not a one-time activity. Recruitment, training, appraisal, grievance handling and separation go on continuously throughout the life of an organisation.
- **Future-Oriented:** Good HRM anticipates future manpower needs, skill gaps and organisational changes (e.g., impact of new labour codes, digitalisation, hybrid work).
- **Interdisciplinary:** It draws from Psychology (motivation, perception), Sociology (group behaviour), Economics (labour market), Law (labour legislations) and Management theory.
- **Strategic in Nature:** Modern HRM is closely linked with organisational strategy. HR policies must support the overall mission of the organisation.

1.3 Objectives of Human Resource Management

The objectives of HRM can be classified into four interrelated categories (a classification frequently asked in competitive examinations):

1. Societal Objectives

To ensure that the organisation is socially responsible and contributes to the larger society. This includes ethical employment practices, compliance with labour laws, contribution to skill development of the nation, and promotion of social justice through reservation and equal opportunity.

2. Organisational Objectives

To help the organisation achieve its primary goals (whether profit, research excellence, public service delivery or national security) through effective utilisation of human resources. This includes attracting the right talent, developing competencies and maintaining high productivity.

3. Functional Objectives

To maintain the contribution of the HR department at a level appropriate to the organisation's needs. The HR function should not become an end in itself; it must remain cost-effective and relevant.

4. Personal Objectives

To assist employees in achieving their individual goals (career growth, skill development, work-life balance, recognition and fair compensation). When personal objectives are met, employees remain motivated and committed to organisational goals.

Key Exam Point: In public sector organisations, the balance between organisational objectives (efficiency, national interest) and personal + societal objectives (employee welfare, social justice) is particularly critical and often examined in questions on personnel administration.

1.4 Scope of Human Resource Management

The scope of HRM is extremely wide. It covers the entire life cycle of an employee — from the time a need for manpower is identified until the employee leaves the organisation (and even beyond, through pension and post-retirement benefits in government).

Major areas under the scope of HRM include: Human Resource Planning, Job Analysis & Design, Recruitment & Selection, Induction & Orientation, Training & Development, Performance Appraisal, Career Planning & Succession Planning, Compensation & Benefits Administration, Employee Welfare & Safety, Industrial Relations, Grievance Handling, Discipline, Separation & Exit Management, and HR Information Systems / Analytics.

1.5 Functions of Human Resource Management

Functions of HRM are broadly classified into **Managerial Functions** and **Operative Functions**. This classification is extremely important for examinations.

A. Managerial Functions

These are the classical management functions applied to the human resource domain:

- **Planning:** Determining future HR needs, preparing manpower forecasts, designing HR policies and budgets. Example: Estimating the number of scientists and technical staff required for a new DRDO project over the next five years.
- **Organising:** Designing the structure of the HR department, defining roles, creating reporting relationships and allocating authority. Example: Deciding whether recruitment will be centralised or decentralised across laboratories.
- **Directing (Leading):** Motivating employees, providing leadership, communicating organisational goals and

ensuring cooperation. Example: A laboratory director inspiring scientists through recognition and challenging assignments.

- **Controlling:** Measuring actual HR performance against standards and taking corrective action. Example: Analysing attrition rates, training effectiveness scores or grievance disposal time and taking remedial measures.

B. Operative Functions

These are the specialised day-to-day activities performed by the HR department:

- **Procurement:** Job analysis, human resource planning, recruitment, selection, placement and induction. This is the process of bringing people into the organisation.
- **Development:** Training, executive development, career planning, succession planning and performance appraisal. The aim is to improve the knowledge, skills and abilities of employees.
- **Compensation:** Job evaluation, wage and salary administration, incentives, bonuses, perquisites and employee benefits (including pension, medical, housing in government).
- **Integration:** Maintaining harmonious industrial relations, handling grievances, collective bargaining (where applicable), employee participation and communication.
- **Maintenance:** Providing healthy and safe working conditions, welfare facilities, employee counselling and retention strategies so that employees stay with the organisation.
- **Separation:** Managing retirement, resignation, retrenchment, dismissal and exit interviews. In government, this also includes timely sanction of pensionary benefits.

1.6 Human Resource Management versus Personnel Management

This comparison is one of the most frequently asked topics in competitive examinations. Personnel Management (PM) is the traditional approach, while HRM represents the modern, strategic approach.

Basis	Personnel Management	Human Resource Management
Focus	Administrative, routine, reactive	Strategic, proactive, business-oriented
Approach to Employees	Employees treated as cost / labour	Employees treated as valued assets / human capital
Time Horizon	Short-term, day-to-day	Long-term, strategic
Role of HR Department	Record-keeping, welfare, fire-fighting	Strategic partner, change agent, talent architect
Decision Making	Centralised, top-down	More participative and decentralised
Key Activities	Recruitment, payroll, discipline, welfare	Talent management, culture building, analytics, engagement
Industrial Relations	Primarily union-management relations	Broader employee relations and engagement
Evaluation of Effectiveness	Cost control and compliance	Contribution to organisational performance and employee outcomes

Important Note for Exams: In reality, most organisations (including Indian public sector) practice a blend of both. Pure ‘hard’ or pure ‘soft’ approaches are rare. Modern public administration literature also uses the term ‘Strategic Human Resource Management’ (SHRM).

1.7 Evolution of HRM in India

Understanding the historical evolution is important because questions often ask about the stages of development of personnel function in India.

Stage 1: Labour Welfare Stage (Pre-Independence to 1950s)

Focus was on basic amenities, working conditions and welfare measures. The role of Labour Welfare Officers (created under Factories Act) was primarily paternalistic. Emphasis was on reducing industrial unrest through

welfare.

Stage 2: Personnel Management Stage (1950s – 1980s)

After Independence, with the growth of public sector and large private enterprises, the personnel function became more formalised. Focus shifted to recruitment, industrial relations, wage administration, discipline and compliance with a growing body of labour laws. The Personnel Manager was largely an administrator and IR specialist.

Stage 3: Human Resource Management Stage (1990s – 2010s)

Liberalisation of the Indian economy in 1991 brought global competition. Organisations began to realise that people are a source of competitive advantage. Emphasis moved to training, performance management, career development, organisational culture and treating employees as assets. The title ‘HR Manager’ or ‘HR Head’ became common.

Stage 4: Strategic HRM and Digital / e-HRM Stage (2010s – Present)

HR is now expected to be a strategic business partner. Key developments include: HR Analytics and People Analytics, Artificial Intelligence in recruitment and learning, employee experience design, diversity & inclusion, hybrid work models, and continuous performance management. In government, e-HRMS, SPARROW (for APAR), and digital pension systems represent this phase.

1.8 Important Models of HRM

1. The Harvard Model (Beer et al., 1984) – Soft HRM

This is the most influential ‘soft’ model. It argues that HRM policies are influenced by stakeholder interests (shareholders, employees, government, community) and situational factors. The outcomes are measured through the famous **4 Cs: Commitment, Competence, Congruence and Cost-effectiveness**. Long-term consequences include individual well-being, organisational effectiveness and societal well-being.

2. The Michigan Model (Fombrun, Tichy & Devanna) – Hard HRM

Also known as the ‘Matching Model’, it emphasises tight fit between HR strategy and business strategy. Employees are viewed more as resources to be obtained cheaply, used sparingly and developed in line with business needs. Selection, appraisal, rewards and development are tightly linked to organisational performance.

3. Guest Model (David Guest)

Guest proposed that HRM has distinct policies (e.g., differentiation from PM), outcomes (commitment, flexibility, quality) and that these lead to organisational outcomes (high performance, low absence, low turnover). He stressed the importance of strategic integration and employee commitment.

Exam Tip: Questions often ask: “Which model emphasises the 4 Cs?” → Harvard Model. “Hard HRM is associated with which model?” → Michigan Model.

1.9 Line versus Staff Authority in HRM

This concept is fundamental to understanding the position of the HR department in the organisational hierarchy.

- **Line Authority:** The right to give orders and make decisions that directly affect the achievement of organisational objectives. Production Managers, Laboratory Directors, and Regional Commissioners in EPFO exercise line authority.
- **Staff Authority:** The right to advise, assist and support line managers. Most HR professionals exercise staff authority. They recommend policies but cannot usually issue direct orders to operational departments.
- **Functional Authority:** Limited line authority given to staff specialists in their area of expertise. For example, the HR department may have functional authority to enforce safety regulations or attendance rules across the organisation.

Q19. Which Article of the Indian Constitution is most directly relevant to equality of opportunity in public employment?

- (a) Article 14
- (b) Article 19
- (c) Article 16
- (d) Article 21

Answer: (c)

Explanation: Article 16 specifically deals with equality of opportunity in matters of public employment and is the foundation of reservation policy and anti-discrimination in government jobs.

Q20. The shift from 'Personnel Management' to 'Human Resource Management' in India gained significant momentum after:

- (a) Independence in 1947
- (b) The introduction of the First Five Year Plan
- (c) The economic liberalisation of 1991
- (d) The passage of the Factories Act, 1948

Answer: (c)

Explanation: The 1991 liberalisation exposed Indian organisations to global competition and accelerated the adoption of modern HRM practices.

Q21. Which of the following best describes the 'Maintenance' function of HRM?

- (a) Recruiting new employees
- (b) Providing health, safety, welfare facilities and retention strategies
- (c) Conducting performance appraisals
- (d) Designing the organisational structure

Answer: (b)

Explanation: Maintenance function is concerned with retaining employees by ensuring their physical and mental well-being and job satisfaction.

Q22. 'Hot Stove Rule' is associated with which area of HRM?

- (a) Discipline
- (b) Training
- (c) Recruitment
- (d) Compensation

Answer: (a)

Explanation: Douglas McGregor's Hot Stove Rule is a classic principle of disciplinary action (immediate, consistent, impersonal, with warning).

Q23. In government organisations, the system of Modified Assured Career Progression (MACP) is related to:

- (a) Recruitment of new employees
- (b) Disciplinary proceedings
- (c) Financial upgradation in the absence of regular promotion
- (d) Compulsory retirement

Answer: (c)

Explanation: MACP provides financial upgradation to government employees when regular promotional avenues are not available, addressing stagnation.

Q24. Which of the following is an example of 'Personal Objective' of HRM?

- (a) Ensuring the organisation complies with labour laws
- (b) Improving the productivity of the production department
- (c) Reducing the overall manpower cost of the organisation
- (d) Helping an employee achieve career growth and work-life balance

Answer: (d)

Explanation: Personal objectives focus on the individual goals of employees.

Q25. The term 'Human Capital' in modern HRM refers to:

- (a) Only the senior management of the organisation
- (b) The knowledge, skills, abilities and experience of employees that have economic value
- (c) The financial capital invested in HR technology
- (d) Only permanent employees

Answer: (b)

Explanation: Human capital is a core concept in modern HRM and economics of education/training.

Q26. Which of the following statements is TRUE regarding Line and Staff relationships?

- (a) Line officers have direct command authority; staff officers generally have advisory authority
- (b) Staff officers always have more authority than line officers
- (c) There is no difference between line and staff
- (d) HR is always a pure line function

Answer: (a)

Explanation: This is the fundamental distinction taught in organisation theory and HRM.

Q27. The primary focus of the 'Procurement' function is:

- (a) Training existing employees
- (b) Paying salaries and benefits
- (c) Acquiring the right number and kind of people for the organisation
- (d) Handling employee grievances

Answer: (c)

Explanation: Procurement covers the entire process of bringing people into the organisation — from planning to induction.

Q28. In the context of Indian government, SPARROW is related to:

- (a) Online procurement of goods
- (b) A recruitment portal
- (c) A welfare scheme for employees
- (d) Online system for recording Annual Performance Appraisal Reports

Answer: (d)

Explanation: SPARROW (Smart Performance Appraisal Report Recording Online Window) is the digital platform for APARs in many central government organisations.

Q29. Which of the following is a key difference between traditional Personnel Management and modern HRM?

- (a) PM treats people as costs; HRM treats people as assets
- (b) PM is strategic; HRM is administrative
- (c) PM is used only in private sector; HRM only in public sector
- (d) There is no significant difference

Answer: (a)

Explanation: This is the most frequently tested distinction.

Q30. The concept of 'Employee Experience' in contemporary HRM refers to:

- (a) The sum of all interactions an employee has with the organisation throughout the employee lifecycle
- (b) Only the experience during the exit interview
- (c) Only formal training programmes
- (d) Only compensation related experiences

Answer: (a)

Explanation: Employee Experience (EX) is a major theme in modern HR thinking, covering the entire journey from candidate to alumnus.

Q31. Which of the following best describes the 'Controlling' function in HRM?

- (a) Setting future HR goals
- (b) Motivating employees
- (c) Measuring actual HR performance against standards and taking corrective action
- (d) Designing organisation structure

Answer: (c)

Explanation: Controlling is the managerial function of monitoring and correcting performance.

Q32. In the Harvard Model, 'Congruence' refers to:

- (a) Cost reduction only
- (b) Maximum use of temporary workers
- (c) Only legal compliance
- (d) Alignment between management and employees, and among different groups within the organisation

Answer: (d)

Explanation: Congruence is one of the 4 Cs and refers to the degree of alignment and shared purpose.

Q33. Which of the following is an example of the 'Development' function of HRM?

- (a) Conducting a campus recruitment drive
- (b) Organising a leadership development programme for mid-level managers
- (c) Processing monthly salary
- (d) Handling a disciplinary case

Answer: (b)

Explanation: Development function focuses on improving the capabilities of existing employees.

Q34. The term 'Human Resource Development' (HRD) is most closely associated with:

- (a) Learning, training, career development and organisation development interventions
- (b) Only recruitment
- (c) Only compensation management
- (d) Only industrial relations

Answer: (a)

Explanation: HRD is a major sub-field focusing on the developmental aspect of HRM.

Q35. In public administration, the concept of 'Neutrality' of civil servants is most closely linked to which quality of an HR / Personnel Manager?

- (a) Technical knowledge of labour laws
- (b) Ability to use advanced analytics
- (c) Political neutrality and impartiality in personnel decisions
- (d) Marketing skills

Answer: (c)

Explanation: In government, impartiality and neutrality are core values expected from those handling personnel matters.

Q36. Which of the following statements about Soft HRM is correct?

- (a) It ignores organisational goals completely
- (b) It focuses only on reducing headcount
- (c) It is identical to Taylor's Scientific Management
- (d) It emphasises employee commitment, development and treating people as valuable resources

Answer: (d)

Explanation: Soft HRM (Harvard tradition) stresses the human side and long-term commitment.

Q37. The process of identifying the tasks, duties and responsibilities of a job is known as:

- (a) Job Evaluation
- (b) Job Analysis
- (c) Job Enrichment
- (d) Job Rotation

Answer: (b)

Explanation: Job Analysis is the foundational process that produces Job Description and Job Specification. (This will be covered in detail in Chapter 2.)

Q38. Which of the following is a challenge specifically faced by HRM in the Indian public sector?

- (a) Complete absence of labour laws
- (b) Balancing efficiency with social justice objectives (reservation, equity) and dealing with rigid service rules
- (c) Lack of any performance appraisal system
- (d) Absence of any welfare measures

Answer: (b)

Explanation: Public sector HRM operates under constitutional and legal constraints that private sector HRM does not face to the same degree.

Q39. The 'Matching Model' of HRM is another name for:

- (a) Harvard Model
- (b) Guest Model
- (c) Michigan Model
- (d) Warwick Model

Answer: (c)

Explanation: The Michigan Model is also called the Matching Model because it emphasises matching HR strategy with business strategy.

Q40. Which of the following best captures the essence of modern Strategic HRM?

- (a) HR should remain completely independent of business strategy
- (b) Strategic HRM is relevant only for multinational corporations
- (c) Strategy is the exclusive domain of line managers; HR has no role
- (d) HR strategies and practices should support and be integrated with the organisation's strategic objectives

Answer: (d)

Explanation: Integration / alignment with strategy is the defining feature of SHRM.

Q41. In the context of HRM, 'Separation' function includes:

- (a) Only dismissal for misconduct
- (b) Retirement, resignation, retrenchment, dismissal and management of exit formalities including pension
- (c) Only voluntary retirement schemes
- (d) Transfer of employees between departments

Answer: (b)

Explanation: Separation covers all forms of exit from the organisation and the associated administrative processes.

Q42. Which of the following is an example of the 'Societal Objective' being prioritised in Indian HRM?

- (a) Implementing reservation for disadvantaged sections and ensuring accessibility for persons with disabilities
- (b) Paying the highest possible salaries in the industry
- (c) Maximising overtime work
- (d) Reducing training budgets

Answer: (a)

Explanation: Reservation and inclusion policies are clear expressions of societal objectives in the Indian context.

Q43. The primary difference between 'Training' and 'Development' is:

- (a) Training is for workers; development is for managers only
- (b) There is no difference
- (c) Training is short-term and job-oriented; development is longer-term and career / future-oriented
- (d) Development is compulsory; training is optional

Answer: (c)

Explanation: This distinction is standard in HRM literature and will be elaborated in the Training chapter.

Q44. Which of the following roles is increasingly expected from senior HR leaders in government organisations?

- (a) Only processing leave applications
- (b) Focusing exclusively on disciplinary cases
- (c) Avoiding any involvement in policy matters
- (d) Acting as a strategic advisor on manpower planning, succession and organisational capability

Answer: (d)

Explanation: Even in government, the expectation from senior personnel / HR officers is shifting towards a more strategic role.

Q45. The concept of 'Psychological Contract' in HRM refers to:

- (a) A formal written employment contract
- (b) The unwritten set of expectations between the employee and the employer
- (c) Only the salary agreement
- (d) A contract related to psychological counselling

Answer: (b)

Explanation: The psychological contract is an important concept explaining employee commitment and reactions to organisational changes.

Q46. Which of the following is a correct statement about the scope of HRM?

- (a) HRM covers the entire employee lifecycle from planning to separation and even post-retirement engagement in some cases
- (b) HRM is limited only to recruitment and selection
- (c) HRM has no role after an employee joins the organisation
- (d) HRM is relevant only for large private companies

Answer: (a)

Explanation: The scope of modern HRM is comprehensive and covers the full employee lifecycle.

Q47. In the context of DRDO or similar scientific organisations, a key HR challenge is:

- (a) Complete absence of need for specialised talent

- (b) Avoiding any training programmes
- (c) Only managing clerical staff
- (d) Attracting, developing and retaining highly specialised scientific and technical talent in a competitive global market

Answer: (d)

Explanation: Talent management for specialised scientific manpower is a critical strategic HR issue in organisations like DRDO.

Q48. Which of the following best describes 'Horizontal Fit' in Strategic HRM?

- (a) Alignment of HR strategy with business strategy
- (b) Geographical expansion of the organisation
- (c) Only vertical reporting relationships
- (d) Consistency and mutual reinforcement among different HR practices (recruitment, training, appraisal, rewards)

Answer: (d)

Explanation: Horizontal fit (internal alignment) and vertical fit (with strategy) are the two key dimensions of SHRM.

Q49. The 'Guest Model' of HRM emphasises:

- (a) Only cost reduction
- (b) Strategic integration, commitment, flexibility and quality as key HR outcomes
- (c) Complete rejection of any strategic role for HR
- (d) Only welfare activities

Answer: (b)

Explanation: David Guest's model is another important theoretical framework that links HR practices to commitment, quality and flexibility.



Additional practice material for this chapter is available through CrackTarget.
They are optional; the questions in this book are the examinable core.



CHAPTER 2

Job Analysis, Job Design and Job Evaluation

2.1 Meaning and Definition of Job Analysis

Job Analysis is the systematic process of collecting, analysing and recording information about the tasks, duties, responsibilities, working conditions and human requirements of a specific job. It is the foundation of almost all HR activities — recruitment, selection, training, performance appraisal, compensation and career planning.

Standard Definitions:

- **Edwin B. Flipppo:** “Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job.”
- **Michael Armstrong:** “Job analysis is the process of collecting, analysing and setting out information about the content of jobs in order to provide the basis for a job description and data for recruitment, training, job evaluation and performance management.”
- **Indian Public Sector Context:** In government organisations, job analysis supports the framing of Recruitment Rules, determination of essential qualifications, preparation of duty lists, and justification for creation or upgradation of posts.

2.2 Features / Characteristics of Job Analysis

- It is a **systematic and formal process**, not based on casual observation.
- It focuses on the **job**, not on the individual currently holding the job (job-oriented, not person-oriented).
- It produces two key documents: **Job Description** and **Job Specification**.
- It is the **starting point** for almost all other HR processes.
- It must be **periodically updated** because jobs change with technology, reorganisation and new responsibilities.
- In government, it has legal and administrative significance because it influences Recruitment Rules, pay scales and reservation roster points.

2.3 Objectives and Importance of Job Analysis

The major goals of conducting job analysis are:

- **Recruitment & Selection:** To determine the minimum qualifications, skills and experience required so that the right person is selected.
- **Training & Development:** To identify the knowledge and skill gaps that need to be filled through training.
- **Performance Appraisal:** To establish clear performance standards and key result areas (KRAs).
- **Compensation & Job Evaluation:** To provide the basis for determining the relative worth of jobs and fixing pay scales.
- **Career Planning & Succession:** To understand career paths and promotional avenues.
- **Health & Safety:** To identify hazardous conditions and design appropriate safety measures.
- **Legal Compliance:** To ensure that job requirements are non-discriminatory and can withstand legal scrutiny (especially important under Articles 14 & 16).

Key Exam Point: Job Analysis is often called the ‘cornerstone’ or ‘foundation’ of Human Resource Management because almost every HR decision rests on accurate job information.

2.4 Job Analysis Process (Steps)

A systematic job analysis generally follows these steps:

Step 1: Planning and Organisation — Decide which jobs are to be analysed, who will conduct the analysis (HR specialist, external consultant, or line manager), and the methods to be used.

Step 2: Collection of Background Information — Study existing organisational charts, previous job descriptions, process manuals and workflow.

Step 3: Selection of Representative Positions — In large organisations it is not practical to analyse every single position; representative jobs are selected.

Step 4: Collection of Job Data — Using one or more techniques (discussed below).

Step 5: Verification of Data — Data collected is verified with the job holder and the immediate supervisor for accuracy.

Step 6: Preparation of Job Description and Job Specification — The final output documents are prepared and approved.

Step 7: Maintenance and Updating — Job analysis data is reviewed periodically (usually every 2–3 years or whenever major changes occur).

2.5 Methods / Techniques of Collecting Job Analysis Data

1. Observation Method

The analyst observes the job holder performing the work and records the tasks, tools used, working conditions and time taken. Suitable for manual, repetitive and short-cycle jobs. Limitation: Not suitable for jobs involving mental work or infrequent tasks.

2. Interview Method

Structured or unstructured interviews are conducted with the job holder, supervisor and sometimes peers. Most widely used method. Advantage: Can capture both observable and unobservable aspects (decision making, responsibility). Limitation: Time-consuming and may contain bias.

3. Questionnaire Method

A structured questionnaire (open-ended or checklist type) is given to job holders. Examples include the Position Analysis Questionnaire (PAQ) and Management Position Description Questionnaire (MPDQ). Advantage: Economical for large number of jobs. Limitation: Quality depends on the literacy and seriousness of respondents.

4. Diary / Log Book Method

Job holders are asked to maintain a daily record of activities with time spent. Useful for jobs with high variety. Limitation: Relies on the diligence of the employee and may miss infrequent but critical tasks.

5. Critical Incident Technique

Focuses on specific incidents of effective or ineffective behaviour. Very useful for identifying critical competencies and for developing behavioural anchors in performance appraisal.

6. Technical Conference / Expert Panel

Experts who have deep knowledge of the job (but may not currently perform it) provide information. Useful when the job is new or when job holders are not easily accessible.

2.6 Job Description

A Job Description is a written statement that describes the duties, responsibilities, working conditions and other important aspects of a job. It answers the question: “**What does the job holder do?**”

Typical Contents of a Job Description:

- Job Title / Designation
- Job Location / Department / Reporting relationships (reports to / supervises)
- Job Summary (brief overview in 3–5 lines)
- Detailed list of Duties and Responsibilities (usually in order of importance or frequency)
- Machines, tools, equipment and software used
- Working conditions (physical environment, hazards, travel requirements, working hours)
- Any special requirements (security clearance, night duty, field posting, etc.)

2.7 Job Specification (Person Specification)

A Job Specification is a statement of the minimum acceptable human qualities required to perform a job satisfactorily. It answers the question: “**What kind of person is required for this job?**”

Typical Contents:

- Educational qualifications (essential and desirable)
- Experience (years, nature, level)
- Skills and Competencies (technical, managerial, behavioral)
- Physical requirements (if any) — vision, physical fitness, etc.
- Personality traits and attributes (integrity, communication, leadership, etc.)
- Any special requirements (age limit, nationality, security clearance eligibility)

Important Distinction for Exams:

Job Description → focuses on the **job** (duties, responsibilities)

Job Specification → focuses on the **person** (qualifications, skills, attributes)

2.8 Challenges and Problems in Job Analysis

- **Rapid changes in jobs** due to technology and reorganisation make data quickly outdated.
- **Employee resistance** — job holders may fear that analysis will lead to increased workload or downsizing.
- **Inflated or deflated information** — employees may overstate or understate their duties.
- **Difficulty in analysing knowledge work** — mental processes are harder to observe and measure than physical tasks.
- **Time and cost** — thorough job analysis is resource-intensive.
- **Lack of trained analysts** in many government organisations.
- **Legal risks** — if job requirements are not carefully worded, they may be challenged as discriminatory.

2.9 Job Design – Meaning and Importance

Job Design is the process of deciding the contents of a job in terms of its duties, responsibilities, methods of doing the job, and the relationships between the job holder

and the superiors, subordinates and colleagues. While Job Analysis describes ‘what is’, Job Design is about ‘what should be’ — it is a creative and proactive activity.

Good job design aims to satisfy both organisational requirements (efficiency, productivity, quality) and individual needs (challenge, autonomy, growth, meaningfulness).

Approaches / Models of Job Design:

- **Mechanistic Approach** (Scientific Management / Taylorism): Specialisation, simplification, standardisation. High efficiency but often low motivation.
- **Motivational Approach** (Job Characteristics Model – Hackman & Oldham): Focus on skill variety, task identity, task significance, autonomy and feedback to increase motivation.
- **Biological Approach** (Ergonomics): Designing jobs to reduce physical strain and health problems.
- **Perceptual-Motor Approach**: Ensuring that the job does not exceed human mental and sensory capabilities (important in control rooms, air traffic, complex equipment operation).

2.10 Techniques / Methods of Job Design

1. Job Rotation

Moving employees from one job to another at regular intervals. Reduces monotony, increases multi-skilling and helps in identifying employee potential. Widely used in government for administrative and technical staff.

2. Job Enlargement (Horizontal Loading)

Adding more tasks of a similar nature to the existing job. Increases variety but does not necessarily increase challenge or autonomy.

3. Job Enrichment (Vertical Loading)

Adding higher-level responsibilities, decision-making authority and control over the work. Based on Herzberg’s motivation-hygiene theory. Increases autonomy, responsibility and sense of achievement.

4. Autonomous / Self-Managed Work Teams

Groups of employees are given collective responsibility for a complete segment of work, including planning, quality control and some decision making.

5. High-Performance Work Design / Flexible Work Arrangements

Includes flextime, compressed work week, remote / hybrid work, and results-only work environments — increasingly relevant after the pandemic even in government organisations.

2.11 Job Evaluation – Meaning and Objectives

Job Evaluation is the systematic process of determining the relative worth of different jobs within an organisation in order to establish a rational pay structure. It answers the

question: “**How much should this job be paid relative to other jobs?**”

It is important to note that Job Evaluation rates the **job**, not the **job holder**. Performance appraisal rates the individual; job evaluation rates the position.

Objectives of Job Evaluation:

- To establish a fair and equitable internal pay structure
- To provide a basis for wage negotiations and salary administration
- To reduce grievances arising from pay inequalities
- To support recruitment by defining the correct pay level for new posts
- To comply with the principle of ‘equal pay for equal work’ (Article 39(d) of the Constitution and various judicial pronouncements)

2.12 Methods of Job Evaluation

A. Non-Analytical / Qualitative Methods

1. Ranking Method

Jobs are ranked from highest to lowest in terms of overall value to the organisation. Simple and inexpensive but highly subjective and difficult when the number of jobs is large.

2. Job Classification / Grading Method

Predetermined grades or classes are defined (e.g., Class I, II, III, IV or Pay Levels under 7th CPC). Each job is then assigned to the grade that best matches its description. This is the method most commonly used in Indian government (Central Civil Services classification and Pay Matrix).

B. Analytical / Quantitative Methods

3. Factor Comparison Method

Jobs are evaluated against selected factors (usually skill, effort, responsibility, working conditions). Each factor is assigned a monetary value. Complex and less commonly used today.

4. Point Rating Method (Most widely used analytical method)

Jobs are broken into compensable factors (e.g., Education, Experience, Complexity, Responsibility for supervision, Responsibility for materials/money, Working conditions). Each factor is assigned degrees and points. Total points determine the relative worth of the job. Highly systematic and defensible, but time-consuming to install.

2.13 Benefits and Limitations of Job Evaluation

Benefits:

- Provides a rational and defensible basis for pay structure

individual needs.

Q24. Which of the following is a common reason for employee resistance during job analysis?

- (a) Employees always welcome detailed scrutiny of their work
- (b) Fear that the exercise may lead to increased workload, downsizing or adverse changes in duties
- (c) Job analysis is illegal in India
- (d) Employees are never asked to participate

Answer: (b)

Explanation: Resistance is a well-documented challenge. Clear communication about the purpose of the exercise is essential.

Q25. In the context of the 7th Central Pay Commission, the Pay Matrix represents:

- (a) A pure market-based pay system with no internal hierarchy
- (b) A structured job classification system linking pay levels to responsibility and entry qualifications
- (c) Only the dearness allowance formula
- (d) A system used exclusively for defence personnel

Answer: (b)

Explanation: The Pay Matrix is the practical outcome of job evaluation and classification for the entire central government.

Q26. Which technique of job design is most closely associated with Herzberg's Motivation-Hygiene Theory?

- (a) Job Rotation
- (b) Job Enlargement
- (c) Job Enrichment
- (d) Work simplification

Answer: (c)

Explanation: Job Enrichment draws heavily on Herzberg's idea of increasing motivators (achievement, recognition, responsibility, growth).

Q27. A Job Specification for the post of Enforcement Officer in EPFO is most likely to include:

- (a) Only the detailed daily time-table of the officer
- (b) The history of the organisation
- (c) The exact amount of travelling allowance
- (d) Educational qualifications, experience, age limit and required competencies

Answer: (d)

Explanation: Job Specification focuses on the human requirements — qualifications, experience, skills and personal attributes.

Q28. Which of the following statements about Job Evaluation is FALSE?

- (a) It helps in establishing internal equity in pay
- (b) It completely replaces the need for market salary surveys
- (c) It rates the job and not the performance of the individual
- (d) It can reduce grievances related to pay differentials

Answer: (b)

Explanation: Job Evaluation addresses internal equity. External competitiveness is addressed through salary surveys and market benchmarking.

Q29. The Diary or Log-Book method of job analysis is particularly useful when:

- (a) The job has high variety and the analyst wants to capture the actual distribution of time across activities
- (b) The job is highly repetitive and short-cycle
- (c) Only physical measurements are required
- (d) The job holder is illiterate

Answer: (a)

Explanation: Diaries help in understanding how time is actually spent, especially in varied or professional jobs.

Q30. Which of the following is an example of 'Vertical Loading' in job design?

- (a) Asking a data-entry operator to also do filing of the same documents
- (b) Moving an employee from one clerical seat to another every month
- (c) Giving a section officer authority to take certain decisions that were previously reserved for the higher officer
- (d) Reducing the number of tasks assigned to a worker

Answer: (c)

Explanation: Vertical loading means adding planning, controlling or decision-making responsibilities — the essence of job enrichment.

Q31. The main purpose of conducting job analysis before framing Recruitment Rules in a government

organisation is:

- (a) To decide the political affiliation of candidates
- (b) To avoid the need for any selection process
- (c) To reduce the number of applicants
- (d) To clearly define essential qualifications, experience and duties so that recruitment is fair, transparent and legally sustainable

Answer: (d)

Explanation: Well-conducted job analysis strengthens the quality and defensibility of Recruitment Rules.

Q32. Which method of job evaluation involves assigning numerical scores to various factors of a job?

- (a) Ranking method
- (b) Point Rating method
- (c) Job Classification method
- (d) Paired comparison only

Answer: (b)

Explanation: Point methods are quantitative and involve scoring compensable factors.

Q33. Autonomous Work Groups / Self-Managed Teams are an advanced form of:

- (a) Job design that gives collective responsibility and autonomy to a group of workers
- (b) Job simplification
- (c) Purely individual job rotation
- (d) Centralised control systems

Answer: (a)

Explanation: Self-managed teams represent a high level of job enrichment at the group level.

Q34. One of the strongest reasons for periodically updating job analysis data is:

- (a) Jobs never change once they are created
- (b) Employees demand it every month
- (c) It is required only for private sector companies
- (d) Technology, organisational restructuring and new responsibilities continuously alter the content of jobs

Answer: (d)

Explanation: Jobs are dynamic. Outdated job descriptions lead to wrong recruitment, training and appraisal decisions.

Q35. In the Job Characteristics Model, 'Task Significance' refers to:

- (a) The degree to which the job requires a variety of different skills
- (b) The amount of feedback the job provides
- (c) The degree of freedom the job holder has
- (d) The degree to which the job has a substantial impact on the lives of other people

Answer: (d)

Explanation: Task significance is one of the five core job dimensions in Hackman & Oldham's model.

Q36. Which of the following is the most accurate statement about the relationship between Job Analysis and Job Evaluation?

- (a) They are completely unrelated processes
- (b) Job Analysis provides the basic information on which Job Evaluation is carried out
- (c) Job Evaluation must always be completed before Job Analysis
- (d) Job Evaluation replaces the need for Job Analysis

Answer: (b)

Explanation: Accurate job information (from job analysis) is a prerequisite for meaningful job evaluation.

Q37. A key limitation of the Ranking method of job evaluation is:

- (a) It becomes difficult and unreliable when the number of jobs is large and the differences between jobs are complex
- (b) It is too expensive for small organisations
- (c) It cannot be explained to employees
- (d) It is prohibited by law in India

Answer: (a)

Explanation: Ranking works reasonably for a small number of jobs but lacks precision and becomes unmanageable as the organisation grows.

Q38. Which of the following best describes the focus of the Perceptual-Motor approach to job design?

- (a) Maximising physical strength requirements
- (b) Only increasing the motivational content of jobs
- (c) Ensuring that the mental and sensory demands of the job do not exceed human capabilities
- (d) Eliminating all use of technology

Answer: (c)

Explanation: This approach is important in jobs involving monitoring, complex equipment, or high information load (e.g., control rooms, aviation, certain scientific instruments).

Q39. In practice, most organisations (including government) use:

- (a) Only one pure method of job analysis
- (b) Only external consultants for every job
- (c) Only the observation method
- (d) A combination of methods (interview + existing documents + consultation with supervisors/experts)

Answer: (d)

Explanation: A multi-method approach improves accuracy and acceptance of the results.

Q40. The ultimate practical purpose of Job Evaluation in an organisation is:

- (a) To create more hierarchy
- (b) To establish a fair, logical and defensible internal pay structure
- (c) To replace performance appraisal
- (d) To reduce the total salary bill at any cost

Answer: (b)

Explanation: Internal equity in compensation is the core objective of job evaluation.

Q41. Which of the following is an example of Job Enlargement?

- (a) Asking a data-entry operator to also handle the receipt and despatch of the same section's dak
- (b) Giving a clerk the authority to sanction certain types of leave
- (c) Promoting an employee to a higher post
- (d) Sending an employee on a long-term training programme

Answer: (a)

Explanation: Adding more tasks at the same skill/responsibility level is enlargement (horizontal loading).

Q42. Why is job analysis considered the 'foundation' of HRM?

- (a) Because it is the first topic in every textbook
- (b) Because it is the easiest HR process
- (c) Because accurate information about jobs is required for recruitment, training, appraisal, compensation, career planning and many other HR decisions
- (d) Because it is required only once in the life of an organisation

Answer: (c)

Explanation: Almost every major HR subsystem depends on reliable job data.

Q43. In the context of DRDO or similar R&D; organisations, job design for scientists often emphasises:

- (a) Extreme fragmentation and tight supervision of every task
- (b) Complete standardisation of all research activities
- (c) Greater autonomy, project-based responsibility and opportunities for professional growth (elements of job enrichment)
- (d) Avoiding any rotation or exposure to different projects

Answer: (c)

Explanation: Knowledge workers generally respond better to enriched jobs with autonomy and meaningfulness.

Q44. Which of the following is a correct pair?

- (a) Job Description — human qualities required for the job
- (b) Job Description — duties, responsibilities and working conditions; Job Specification — qualifications, skills and attributes required
- (c) Job Specification — duties and responsibilities of the job
- (d) Job Evaluation — measuring individual employee performance

Answer: (b)

Explanation: This is the standard and most frequently tested distinction.

Q45. A well-designed job analysis and job evaluation system helps an organisation primarily in achieving:

- (a) Internal equity, clarity of roles, better recruitment decisions and a more rational pay structure
- (b) Only external market competitiveness
- (c) Complete elimination of all employee grievances
- (d) Automatic improvement in employee motivation without any other effort

Answer: (a)



Further practice: cracktarget.com — optional, not a substitute for the chapter set above.



CHAPTER 3

Human Resource Planning

3.1 Meaning and Definition of Human Resource Planning

Human Resource Planning (HRP), also called Manpower Planning or Workforce Planning, is the process by which an organisation ensures that it has the right number of people, with the right skills, in the right places, at the right time, and at the right cost to achieve its strategic objectives.

Standard Definitions:

- **Coleman:** “HRP is the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organisation.”
- **Wendell French:** “Human resource planning is the process of assessing the organisation’s human resources needs in the light of organisational goals and making plans to ensure that a competent, stable workforce is employed.”
- **Indian Public Sector Perspective:** In government organisations, HRP is closely linked with cadre management, succession planning, recruitment planning through UPSC/SSC/organisational recruitment boards, and forecasting of vacancies arising from retirement, promotion and expansion of activities.

3.2 Characteristics / Features of Human Resource Planning

- It is a **future-oriented** and **proactive** process.
- It is closely linked with the **strategic plan** of the organisation.
- It involves both **quantitative** (numbers) and **qualitative** (skills, competencies) dimensions.
- It is a **continuous** process, not a one-time exercise.
- It requires coordination between HR specialists and line managers.
- In government, it operates within the constraints of sanctioned strength, recruitment rules, reservation policy and budgetary ceilings.

3.3 Significance / Importance / Objectives of HRP

Effective Human Resource Planning helps the organisation in the following ways:

- **Ensures availability of right talent** at the right time — avoids both shortages and surpluses.
- **Supports organisational strategy** — growth, diversification, new projects or technological change can be implemented smoothly.
- **Reduces recruitment and training costs** by planning in advance rather than reacting to sudden vacancies.
- **Improves utilisation of human resources** — identifies surplus staff who can be redeployed or retrained.
- **Facilitates succession planning** and leadership pipeline development.
- **Helps in managing the impact of attrition, retirement and career progression.**
- **Supports diversity and reservation goals** by planning recruitment in a manner that maintains roster balance.
- **Provides basis for better budgeting** of manpower-related expenditure.

Key Exam Point: HRP is often described as the process that links the organisation's strategic plan with its human resource requirements. Without HRP, recruitment, training and succession decisions become reactive and inefficient.

3.4 Factors Affecting Human Resource Planning

A. External Factors

- Economic conditions and growth rate of the economy / sector
- Technological changes (automation, AI, digitalisation)
- Labour market conditions (availability of skills, unemployment rate)
- Government policies, labour laws, reservation policy and recruitment regulations
- Demographic trends (age profile of workforce, retirement wave)
- Competition for talent from private sector and other organisations

B. Internal Factors

- Organisational strategy, expansion or restructuring plans
- Existing workforce profile (age, skills, performance, diversity)
- Attrition rate, retirement pattern and promotion policies
- Financial resources and budgetary constraints
- Organisational culture and management philosophy regarding people
- Changes in production technology, processes or service delivery models

3.5 Human Resource Planning Process (Steps)

A systematic HRP process generally consists of the following steps:

Step 1: Analysing Organisational Objectives and Strategic Plans

HRP must begin with a clear understanding of the organisation's goals, expansion plans, new projects, technological changes and restructuring decisions. Manpower requirements are derived from these plans.

Step 2: Assessing Current Human Resources (HR Inventory / Stock Taking)

Prepare a detailed inventory of existing employees — number, skills, qualifications, experience, performance, age profile, diversity status, and potential. This is sometimes called the Human Resource Audit or Skills Inventory.

Step 3: Forecasting Demand for Human Resources

Estimate the number and type of employees that will be required in the future (usually for 1–5 years). Both quantitative and qualitative forecasting techniques are used (discussed below).

Step 4: Forecasting Supply of Human Resources

Estimate how many of the required people will be available from internal sources (after promotions, transfers, attrition and retirements) and how many will need to be obtained