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TS-007: Human Resource Development

Guess Paper-I

Q. Elaborate career planning?

Ans. A career may be defined as 'a sequence of jobs that constitute what a person does for a living'. According to Schermerhorn, Hunt, and Osborn, 'Career planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfilment'. Career planning is the process of enhancing an employee's future value. Career planning encourages individuals to explore and gather information, which enables them to syn-thesize, gain competencies, make decisions, set goals and take action. It is a crucial phase of human resource development that helps the employees in making strategy for work-life balance.

Features of Career Planning and Career Development:

- It is an ongoing process.
- It helps individuals develop skills required to fulfill different career roles.
- It strengthens work-related activities in the organization.
- It defines life, career, abilities, and interests of the employees.
- It can also give professional directions, as they relate to career goals.

Objectives of Career Planning:

The major objectives of career planning are as follows:

- To identify positive characteristics of the employees.
- To develop awareness about each employee's uniqueness.
- To respect feelings of other employees.
- To attract talented employees to the organization.
- To train employees towards team-building skills.
- To create healthy ways of dealing with conflicts, emotions, and stress.

Benefits of Career Planning:

- Career planning ensures a constant supply of promotable employees.
- It helps in improving the loyalty of employees.
- Career planning encourages an employee's growth and development.
- It discourages the negative attitude of superiors who are interested in suppressing the growth of the subordinates.
- It ensures that senior management knows about the calibre and capacity of the employees who can move upwards.
- It can always create a team of employees prepared enough to meet any contingency.
- Career planning reduces labour turnover.
- Every organization prepares succession planning towards which career planning is the first step.

Q. How can jobs be enriched?

Ans. Usually job enrichment is undertaken at the management initiative, often with the assistance of behavioural scientists as consultants for analysing the content of the job and designing a new job-structure. The management's initiative is aroused by its perception of workers' apathy and indifferent performance, high rate of absenteeism, and other symptoms which indicate that workers do not like the jobs they are doing.

There is no one way of enriching a job. The technology and the circumstances dictate which techniques or combination of techniques could be appropriate. According to **Tripathi,** some of the important **techniques** followed are:

i) Rotation of tasks, broadening of qualifications of skills and responsibilities, enhancement of the intrinsic interest of the job and removing or lessening supervision.

ii) **Increasing** responsibilities of individuals for their own work.

iii) Giving **employees** more scope to vary the methods, sequence and pace of their work.

iv) Giving a person or a work group a complete natural unit of work **i.e.** reducing task specialisation.

v) Removing some controls form above while ensuring the individual or groups are clearly accountable for achieving targets or standards.

vi) Allowing more say or influence in setting targets **and the** standard of performance.

vii) Giving employees the control information that they need to monitor their own performance.

viii) Encouraging the **participation** of employees in planning work, innovating new techniques and reviewing results.

ix) **Introducing** new and more **difficult** tasks not previously handled.

x) Assigning individuals or groups specific projects which **give** them more responsibility and help them to increase their expertise.

xi) Making crisis decision **in** problem situations rather than relying on the boss.

Q. Elaborate motivation?

Ans. Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goa s. A strong positive motivation will enable the increased output

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of employees but a negative motivation will reduce their performance. A key element in personnel management is motivation. According to Likert, "It is the core of management which shows that every human being gives him a sense of worth in face-to face groups which are most important to him…. A supervisor should strive to treat individuals with dignity and a recognition of their personal worth. "Motivation has been variously defined by scholars.

Berelson and Steiner:

"A motive is an inner state that energizes, activates, or moves and directs or channels behaviour goals. "

Lillis: "It is the stimulation of any emotion or desire operating upon one's will and promoting or driving it to action. "

The Encyclopedia of Management: "Motivation refers to degree of readiness of an organism to pursue some designated goal and implies the determination of the nature and locus of the forces, including the degree of readiness. "

Dubin: "Motivation is the complex of forces starting and keeping a person at work in an organization. "

Vance: "Motivation implies any emotion or desire which so conditions one's will that the individual is properly led into action. "

Nature of Motivation: Motivation is a psychological phenomenon which generates within an individual. A person feels the lack of certain needs, to satisfy which he feels working more. The need satisfying ego motivates a person to do better than he normally does.

From definitions given earlier the following inferences can be derived:

- Motivation is an inner feeling which energizes a person to work more.
- The emotions or desires of a person prompt him for doing a particular work.
- There are unsatisfied needs of a person which disturb his equilibrium.
- A person moves to fulfill his unsatisfied needs by conditioning his energies.
- There are dormant energies in a person which are activated by channelizing them into actions.

Types of Motivation: When a manager wants to get more work from his subordinates then he will have to motivate them for improving their performance. They will either be offered incentive for more work, or may be in the space of rewards, better reports, recognition etc. , or he may instil fear in them or use force for getting desired work.

The following are the types of motivation:

1. **Positive Motivation:** Positive motivation or incentive motivation is based on reward. The workers are offered incentives for achieving the desired goals. The incentives may be in the shape of more pay, promotion, recognition of work, etc. The employees are offered the incentives and try to improve their performance willingly. According to Peter Drucker, the real and positive motivators are responsible for placement, high standard of performance, information adequate for self- control and the participation of the worker as a responsible citizen in the plant community. Positive motivation is achieved by the co-operation of employees and they have a feeling of happiness.
2. **Negative Motivation:** Negative or fear motivation is based on force or fear. Fear causes employees to act in a certain way. In case, they do not act accordingly then they may be punished with demotions or lay-offs. The fear acts as a push mechanism. The employees do not willingly co-operate, rather they want to avoid the punishment. Though employees work up-to a level where punishment is avoided but this type of motivation causes anger and frustration. This type of motivation generally becomes a cause of industrial unrest. In spite of the drawbacks of negative motivation, this method is commonly used to achieve desired results. There may be hardly any management which has not used negative motivation at one or the other time.

Q. Explain the process of creating a proper motivational climate?

Ans. While it may be too ambitious for a manager to aim at creating conditions that help people reach 'self-actualisation level', a manager will do well in creating conditions that keep people away from frustrating experiences and keep them constantly striving to put forth their best. The following are some dimensions on which the managers can work:

i) **Create conditions where workers' energies are not expended totally in meeting their basic needs:** In an organisation where, the workers are worried about their salaries, housing, safety with the work they are doing, job-security, etc., much energy will be wasted in their efforts to ensure these things. If they do not have job-security, they may be trying to organise themselves to ensure security. If they cannot organise, their mental energies may be spent in thinking about the poor conditions in which they are living. If the manager cannot help in these matters, at least he or she can be sympathetic to workers and do the little in his or her capacity so that the workers at least have the feeling of security. There are examples of managers who work in extremely frustrating conditions but make their workers feel happy and at home.

ii) **Create a climate for inter-dependent work rather than dependency:** Some managers are so creative and skilful that every worker looks up to them for advice and constant guidance. Such managers may not be allowing their workers to do anything on their own as they expect the workers to work their way. If the manager expects every worker to check with him or her and get his or her approval before doing anything, then one is creating a climate of dependency. In such a climate, workers do only what they are asked to do by their boss, and will not do anything on their own initiative. When problems arise, they look to their boss to solve them and something goes wrong. Workers may not accept responsibility and will refuse to learn from experience, because they have not acted on their own but on the advice of their boss. Thus, the manager is burdened with responsibility and constant problem solving. He or she is wasting not only his or her own energies but also those of the subordinates. Paternalistic behaviour creates dependency in subordinates and stifles their creativity and sense of responsibility. Moreover there will be no grooming of the subordinates to take over the managerial tasks once the manager is promoted.

An effective manager encourages people to work in a team interdependently. He or she does not interfere unless it becomes very necessary and trusts workers and gives them freedom to plan out their own strategies for doing things. He or she lets them solve the problems they face on their own and only provides guidance when needed thus giving them a sense of responsibility and achievement. By creating a climate of interdependence and teamwork he or she also helps them satisfy their social needs for achievement, belonging, affection and security.

iii) **Create a competitive climate through recognition of good work:** Workers look to be rewarded for good and innovative work. Rewards may not always be in financial terms. Even a word of appreciation has great motivating value, although indiscriminate appreciation is valueless.

The manager should acknowledge the contributions of workers in many ways. Many managers limit their appreciation to annual appraisal reports, but there are many other possible ways. Praising before other workers, giving increased responsibilities etc., are some of the mechanisms that can be used. Such recognition and public acknowledgements help workers to value their work deriving a sense of satisfaction and feeling of importance from it. This goes a long way in motivating them to work harder, and creates a sense of competition in them.

iv) **Create a productive climate through personal example:** Managers themselves need to be motivated and hard working. Workers are constantly looking to their boss to set an example. They tend to imitate him or her and the manager's style may percolate down the hierarchy. If he is authoritarian and non-trusting, his next level workers may attempt to be like him too, ultimately creating a climate of suspicion and mistrust in the organisation.

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