

**SAMPLE CONTENT**



# SMART NOTES

T. Y. B.Com.

Commerce - Human Resource Management  
(Sem - VI)



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**SMART NOTES**

**Commerce**

**(Human Resource Management)**

**T.Y.B.Com. Sem - VI**

**Mumbai University**

**AS PER THE REVISED SYLLABUS: 2018-2019**

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- ☛ Smart Codes to memorize answers
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This book based upon *Commerce – VI (Human Resource Management)* is carefully curated to facilitate learning and instill conceptual understanding within students. This treasure trove of knowledge fosters robust conceptual clarity and inspires confidence within the nimble mind of students.

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## SYLLABUS

Sr. No.	Modules / Units
1.	<b>Human Resource Management</b> <ul style="list-style-type: none"> <li>• Human Resource Management- Concept, Functions, Importance Traditional v/s Strategic Human Resource Management</li> <li>• Human Resource Planning- Concept Steps in Human Resource Planning Job Analysis-Concept, Components Job design- Concept, Techniques</li> <li>• Recruitment- Concept, Sources of Recruitment Selection - Concept, process, Techniques of E-selection</li> </ul>
2.	<b>Human Resource Development</b> <ul style="list-style-type: none"> <li>• Human Resource Development- Concept, functions Training- Concept, Process of identifying training and development needs, Methods of Training &amp; Development (Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In, basket, management games) Evaluating training effectiveness- Concept, Methods</li> <li>• Performance Appraisal- Concept, Benefits, Limitations, Methods Potential Appraisal-Concept, Importance</li> <li>• Career Planning- Concept, Importance Succession Planning- Concept, Need Mentoring- Concept, Importance Counseling- Concept, Techniques</li> </ul>
3.	<b>Human Relations</b> <ul style="list-style-type: none"> <li>• Human Relations- Concept, Significance Leadership -Concept, Transactional &amp; Transformational Leadership Motivation- Concept, Theories of Motivation (Maslow's Need Hierarchy Theory, Vroom's Expectancy Theory, McGregor's Theory X and Theory Y, Pink's Theory of Motivation)</li> <li>• Employees Morale- Concept, Factors affecting Morale, Measurement of Employees Morale Emotional Quotient and Spiritual Quotient- Concept, Factors affecting EQ &amp; SQ</li> <li>• Employee Grievance- Causes, Procedure for Grievance redressal Employee welfare measures and Health &amp; Safety Measures</li> </ul>

4.	<b>Trends in Human Resource Management</b>
	<ul style="list-style-type: none"> <li>• <i>HR in changing environment:</i>  <i>Competencies- concept, classification</i>  <i>Learning organizations- Concept, Creating an innovative organization</i>  <i>Innovation culture- Concept, Need, Managerial role</i></li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Trends in Human Resource Management:</i>  <i>Employee Engagement- Concept, Types</i>  <i>Human resource Information System (HRIS) - Concept, Importance</i>  <i>Changing patterns of employment</i></li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Challenges in Human Resource Management: Employee Empowerment, Workforce Diversity, Attrition, Downsizing, Employee Absenteeism, Work life Balance, Sexual Harassment at work place, Domestic and International HR Practices, Millennial (Gen Y) Competency Mapping</i></li> </ul>

SAMPLE CONTENT

## PAPER PATTERN

Maximum Marks: 100

Duration: 03 Hrs.

Question No	Particular	Marks
Q-1	Objective Questions: Multiple choice / True or False / Match the columns/ Fill in the blanks A. Sub Questions to be asked 12 and to be answered any 10 B. Sub Questions to be asked 12 and to be answered any 10	20 Marks
Q-2	Full Length Practical Question OR	15 Marks
Q-2	Full Length Practical Question	15 Marks
Q-3	Full Length Practical Question OR	15 Marks
Q-3	Full Length Practical Question	15 Marks
Q-4	Full Length Practical Question OR	15 Marks
Q-4	Full Length Practical Question	15 Marks
Q-5	Full Length Practical Question OR	15 Marks
Q-5	Full Length Practical Question	15 Marks
Q-6	A) Theory questions B) Theory questions OR Short Notes To be asked 06 To be answered 04	10 Marks 10 Marks  20 Marks

**Note:** Practical question of 15 marks may be divided into two sub questions of 7/8 or 10/5 Marks.

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## 3.2 Learning Outcome

- ❖ **Employee morale:**  
Meaning, Factors affecting morale, Measurement of employees morale
- ❖ **Emotional quotient (EQ) & Spiritual quotient (SQ):**  
Meaning, Factors affecting EQ and SQ

### EMPLOYEE MORALE



#### MEANING OF EMPLOYEE MORALE

- Human resource is one of the important assets for any organisation. The organisation needs employees who have positive outlook towards themselves, their peers, their superiors and the organisation.
- There are different views and interpretations regarding the term “morale”. Some consider that job satisfaction and morale are synonyms while others consider two concepts to be different. Further, some consider that morale is a group phenomenon while others feel that it is individual factor.
- In simple words, we can say that morale is a feeling of satisfaction, willingness and confidence experienced by the employees in their current job.
- Employees with high morale contribute greatly to the survival & success of the organisation.
- Organisation can play an important role in developing morale of employees. Designing attractive compensation structure, providing comfortable work environment, providing job security and other welfare facilities are the few methods through which their satisfaction and willingness to work can be increased.



#### DEFINITION OF MORALE

- According to Edwin B. Flippo, “Morale is a mental condition or attitude of individuals and groups which determines their willingness to cooperate.”
- According to John Newstorm & Keith Devis, “Morale is the general term used to describe overall group satisfaction.”
- According to E.F.L Brech, “Morale may be described as readiness to cooperate warmly in the tasks and purposes of a given group or organisation.”





Q.1.

## Answer the following questions

1. What are the factors affecting employee morale?

**Ans:** According to Edwin B. Flippo, "Morale is a mental condition or attitude of individuals and groups which determines their willingness to cooperate."

Initially, compensation was considered as the only factor which influenced employee morale. However, organisations realized over time that employees have various needs, expectations and goals and the organisations can play an important role in meeting them.

Following are some of the factors that affect employees' morale:

### 1) COMPANY IMAGE

Employee is concerned with his organisation's image in the domestic and international markets. Mostly, people desire to work with reputed business organisations. They feel a sense of pride in being part of the reputed organisation. It satisfies employees' ego and self-esteem needs.

### 2) QUALITIES OF MANAGERS

The personal characteristics of a manager under whom an employee is working greatly influences employee's morale. Managers who give their subordinates opportunities to grow and take new responsibilities lead to development of high morale. Further, managers giving fair treatment to all employees reduce internal stress and increase confidence of team members. In short, encouraging and supportive managers tend to raise employee morale.

### 3) QUALITIES OF TEAM MEMBERS

A team in which an employee operates is a crucial factor that influences employee morale. The team members' attitude affects behaviour and attitudes of an employee. For instance, an employee who maintains energetic and positive attitude despite unfavourable situations at work spreads his positivity to others. A stable and positive team helps employee to face stressful situations with positivity and confidence. Conversely, cribbing and negative team members adversely affect employee morale.

### 4) COMPENSATION POLICIES

Every employee's aim is to earn decent compensation for the services provided by him. If organisation fails to design appropriate salary structure and other benefits, then it makes employees feel undervalued and unappreciated. This leads to lower motivation & thereby lower performance and reduced productivity. Therefore, the organisations must revise the compensation periodically based on the performance of employees. The fair and appropriate salary structure contributes to high employee morale.



### 5) REWARDS AND RECOGNITION

Employees desire to be appreciated and acknowledged by their superiors and colleagues. It satisfies their self-esteem needs. It also raises confidence of employees and motivates them to perform better. Organisations must recognize and reward deserving employees by appreciating them and by providing them with various monetary & non-monetary benefits. Rewards and recognition make employees feel valued and boost employee morale.

### 6) NATURE OF JOB

Assigning challenging jobs without adequate training and support negatively affects morale of employees. At the same time, assigning easy/routine tasks that does not fully utilise employee's skills and abilities also affect their morale adversely. Thus, organisation must give due attention to abilities and potential of employees while assigning jobs. The organisations also need to avoid the situations of work overload or under load as it has adverse effects on employee morale.

### 7) EMPLOYEE PARTICIPATION IN DECISION MAKING

Employees feel valuable when they are considered to be a part of the decision-making process. Management which considers opinions and needs of employees makes them feel important. It develops a sense of belonging towards the organisation. Nowadays, quality circles are formed for individual department. In this circle, employees themselves analyse and develop solutions to the problems faced. This is an excellent way to boost self-confidence and develop high employee morale.

### 8) WORK ENVIRONMENT

Work environment refers to the conditions in which employees operate. It affects their moods and job satisfaction level. Comfortable work environment enables employees to focus on work and improve their performance. Thus, organisation needs to ensure that the workplace has proper lighting, ventilation, proper sanitation facilities and other basic amenities.

### 9) OPEN COMMUNICATION

Employers need to maintain open and cordial relations with the employees. The decisions and policies of the management must be transparent. It will enable the organisation to win trust and support from employees.

### 10) FAIR GROWTH OPPORTUNITIES

Promotion, bonus and other growth opportunities must be given on the basis of competence and performance. Managers resorting to favouritism and partiality in giving rewards and recognition affect morale of truly deserving employees. Hence, all employees must be provided with fair growth opportunities in order to boost their morale.



### 11) TRAINING PROGRAMMES

Training programmes lead to development of certain skills and abilities of employees. It enables them to carry out the current job efficiently. With the development of additional skills, they also get opportunity to take up new responsibilities. It ultimately boosts their confidence and morale.

### 12) WORK-LIFE BALANCE

Organisation can support employees to achieve work-life balance through proper HR policies. Offering flexible work hours, festival holidays, leaves and so on will help the employees to achieve balance in their work and personal life. It will ultimately benefit the organisation by raising morale of employees.

### 13) OTHER FACTORS

Apart from the above factors, employee morale is also affected by several other factors. It includes: goals of the organisation, personnel policies adopted by the organisation, provision of welfare facilities, work design, delegation of authority etc.

## 2. What are different ways to measure employee morale?

**Ans:** According to Edwin B. Flippo, "Morale is a mental condition or attitude of individuals and groups which determines their willingness to cooperate."

Measurement of employee morale can help organisations to understand work-related problems faced by employees and to take corrective steps to resolve those problems. When organisations encourage employees to speak freely about problems faced by them, it makes employees feel that they are cared for and it boosts their morale. In short, measurement of employee morale enables the organisations to take timely action to resolve problems faced by employees and thereby, results in high employee morale.

The various ways to measure employee morale are as follows:



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### 1) TURNOVER RATE

Employee turnover rate is another way for the organisation to measure how satisfied their employees are with the workplace. A relatively low turnover rate can signify that employees are happy and that the organisation is doing the right things to keep morale high. However, high turnover rate can be a sign that employee satisfaction is low, forcing many to move on to better paying jobs or jobs in a better work environment.



## 2) ABSENCE RATE

When employees enjoy their job, absence rate goes down. Conversely, if employee does not enjoy his job, he is likely to take extra time off or leaves. The absence rate enables organisations to make interpretations regarding satisfaction level or morale of employees and take corrective steps, if required.

## 3) CLIENT FEEDBACK

The organisation may use client feedback as a way to measure employee morale. In simple words, organisations get feedback from client concerning employee's attitude, behaviour and work quality of work performance. For instance, if employee is satisfied, it could be assumed that employee morale is high. However, client's interpretation of employee's behaviour and attitude may not accurately measure employee's performance and job satisfaction level. Hence, this method may not provide organisations with reliable measurement of employee morale.

## 4) OBSERVATION

The employee morale is measured by observing their activities and behaviour. In other words, managers observe the attitude and actions of employees at their workplace. In practice, managers complain of not having adequate time to observe the behaviour of subordinates. However, it is essential for them to allocate some time to observe their subordinates' attitudes and actions. It will enable managers to understand their concerns and to take required steps to boost their morale. High employee morale benefits the organisation in the form of happy and motivated workforce, increase in loyalty and commitment towards the organisation, improvement in work performance, higher efficiency, rise in profits and so on.

## 5) SPYING

Sometimes, organisations appoint the corporate spy in order to measure employee morale. A corporate spy is the person who works with employees (during the period of spying), interacts with them and understands their concerns through informal chats. On the basis of his interaction, he makes report on the level of job satisfaction and problems faced by employees. The management can then take required actions to resolve the problems and boost employee morale.

## 6) PERIODIC INTERVIEWS & EXIT INTERVIEWS

The organisation can conduct periodic interviews so as to measure the overall employee satisfaction. Such interviews the organisation to discuss employee's strengths and weaknesses with him and suggest him ways to consolidate strengths and overcome weaknesses. Further, it enables employee to discuss his ideas on how the organisation can assist him to improve his job performance and productivity.



The periodic interviews also enable the organisations to measure changes in the job satisfaction level or morale over a period of time. In professional organisations, exit interviews are conducted when employees put in their resignation papers. It enables the organisation to understand reason of resigning and work-related concerns of the employee. This understanding enables the organisation to introduce changes in its policies and work practices, if required, with a view to increase employee morale.

#### 7) SURVEYS

One of the easiest ways to measure employees' morale is conducting employee satisfaction survey. The management may conduct such survey at frequent time intervals to identify and resolve problems faced by employees. Such surveys should be anonymous, and should ask very specific questions such as "Are you content in your current position?" "How likely are you to stay with the company?" The survey should also provide blank space for the employee to provide suggestions and information that is not specifically asked in the survey. Based on the response of employees, organisations can draw inferences regarding employee morale and take essential actions to improve the morale.

#### 8) PRODUCTIVITY

Measuring the overall productivity of workforce on a monthly basis and over extended period of time helps the organisation to assess employees' performance. Generally, employees who are satisfied with their job tend to perform better and contribute to rise in organisation's overall productivity. If there is noticeable drop in the productivity of workforce, it could be a sign that employee morale is low and the organisation needs to take corrective steps. The organisations cannot completely rely on productivity measurement as an accurate indicator of employee morale. The reason being, apart from morale, productivity of employees is affected by many other factors such as salary and incentives, nature of superiors and team mates, personal characteristics of employee etc.

#### 9) INFORMAL MONITORING

The management may engage in informal monitoring of morale through various ways. It includes: engaging in discussions with employees, supporting managers to have informal chat with their subordinates, encouraging employees to communicate serious problems directly to HR/ top management, arranging periodic employee meetings whereby employees can speak about factors that adversely affect their morale etc. All these techniques help to measure employee morale and enable the organisations to take required action whenever morale is found to be low.





## 10) OTHER METHODS

The organisations can measure employee morale with the help of various other techniques such as: measuring rate of accidents, rate of wastages, number of employee grievances, forming committees to monitor employee morale, placing suggestion boxes in the organisation premises etc.

### EMOTIONAL QUOTIENT (EQ)



#### MEANING OF EMOTIONAL QUOTIENT (EQ)

- Emotional Quotient (EQ) is a measure of an individual's emotional intelligence.
- Emotional intelligence refers to the individual's capacity to recognize his own feelings as well as those of others in order to motivate everyone and manage emotions well in social interactions.
- EQ also measures the degree of self-confidence, ability to handle stress and overcome tough situations, ability to control emotional outbursts, risk taking ability.
- The concept of EQ was proposed by Wayne Payne in 1985. It was popularized by Daniel Goleman in 1995 in his book.



#### DEFINITION OF EMOTIONAL INTELLIGENCE

- According to Goleman, "Emotional intelligence is defined as a set of skills or competencies, which provide human resource professionals, managers, and anyone in the world of work, with a comprehensive tool to define, measure and develop emotional skills."

#### EQ & ORGANISATIONS

- In today's modern times, many organisations measure EQ of their employees and also assist employees to improve their emotional intelligence.
- The employees with high EQ manage their emotions well and can easily handle stress at work. Hence, are likely to perform better. EQ combined with IQ enables employees to take effective decisions.
- Employees with high EQ also understand others' feelings and motivate them to think positively. It results in better cooperation in the team and hence, improves work performance.
- Further, possessing fair amount of emotional quotient is one of the essential qualities for a manager. It enables him to think clearly and react effectively to people and situations.
- The manager's effectiveness depends on the ability to manage his own emotions in stressful situations and take decisions with a cool head. In simple words, the manager must have control over his feelings such as anger, hatred, sadness and frustrations and should not let his mood affect employees.



You may like to know:

### Daniel Goleman's model on emotional intelligence

The main elements of Daniel Goleman's emotional intelligence are:

- 1) **Self-awareness:** Self-awareness is the ability to understand one's own emotions, strengths and weaknesses and to recognize its effect on decision making & others.
- 2) **Self-regulation/ management:** It is the ability to control one's own emotions and impulses and adapt to changing circumstances.
- 3) **Social awareness:** It is the ability to sense, understand and react to emotions of other people while comprehending social networks.
- 4) **Relationship management:** It is the ability to inspire, influence and develop relationship with others while managing conflict.

### 3. What are the factors affecting emotional quotient?

**Ans:** Emotional Quotient (EQ) is a measure of an individual's emotional intelligence. Emotional intelligence refers to the individual's capacity to recognize his own feelings as well as those of others in order to motivate everyone and manage emotions well in social interactions. EQ also measures the degree of self-confidence, ability to handle stress and overcome tough situations, ability to control emotional outbursts, risk taking ability.

The factors affecting emotional quotient are as follows:

#### 1) SELF-AWARENESS

Self-awareness is the ability to understand one's own emotions, strengths and weaknesses and to recognize its effect on others. An employee who is well aware of his own emotions and recognizes situations that set him off is in a better position to control his actions and behaviour. Such self-awareness also helps him to understand other people (colleagues, subordinates) well and to react aptly during his social interactions.

#### 2) HEREDITARY FACTORS

There are certain traits such as intelligence, attitude, behaviour etc. which are passed down from parents to children. These traits greatly influence the development and growth of a person throughout his life. Hence, hereditary factors also play a role in determining emotional quotient of a person.

#### 3) ENVIRONMENTAL FACTORS

Factors such as family background, immediate surroundings, education, incidents



that an individual face in his life etc. also influence the behaviour and emotional intelligence of a person. For instance, children with over-critical parents are more likely to focus on negative characteristics of another person.

#### 4) INTERACTION WITH PARENTS

A person's relation with parents also influences his emotional development and growth. A child usually learns by observing his parents and tends to exhibit the same behaviour toward others. Generally, children whose parents are (physically and emotionally) always present with them tend to have high emotional quotient.

#### 5) ABILITY TO MANAGE EMOTIONS

A person's ability to control his own emotions and impulses determines his emotional quotient. For instance, manager needs to have sufficient control over his emotions so as to handle stressful situations. He should not let his feelings or frustration affect employees. The manager who is able to manage his emotions well does not project his anger on subordinates. In fact, he identifies the cause of a problem and gives constructive feedback to subordinates.

#### 6) YOGA & MEDITATION

Yoga is proven to be beneficial for mental and emotional development. Individuals can learn to control and express their emotions in a healthy way through exercises. In simple words, individuals who practice yoga or engage in meditation activities tend to develop higher emotional quotient.

#### 7) MANAGER'S QUALITIES

Employees are greatly influenced by their superiors as they consider superiors as role models. In other words, subordinates observe their leaders and their interaction with other people; and then they imitate and behave in the same manner with their peers. A capable manager controls his own emotions encourages his team members to do the same.

#### 8) OTHER FACTORS RELATED TO WORKPLACE

Apart from the above-mentioned factors, emotional quotient is also influenced by other factors such as:

- i. work environment
- ii. training/development/counselling programmes at work
- iii. rewards and recognition system
- iv. qualities of team members, etc.



## SPIRITUAL QUOTIENT (SQ)



### MEANING OF SPIRITUAL QUOTIENT (SQ)

- Spiritual Quotient (SQ) is a measure of an individual's spiritual intelligence.
- Spiritual intelligence refers to the ability of a person to express his inner spiritual qualities through his speech, action, thoughts and behaviour. It includes spiritual qualities such as honesty, love, peace, sincerity, integrity, compassion and other ethical values.
- An individual with high SQ lives energetic and balanced life. He tends to avoid causing unnecessary harm to others. He is able to rationally handle up and downs of life and often engages in self introspection.

### SQ & ORGANISATIONS

- In terms of human resource management, SQ involves treating employees as human beings rather than mere objects or machines.
- A person who has high level of spiritual quotient will protect the interests of his organisation as well as of his co-workers. Thus, organisations prefer to hire employees who have values, work ethics, and approach similar to that of the organisation.
- Also, spiritual organisations that value their employees focus on well-being and development of employees. It helps in building long-term trust worthy relationships.

#### 4. What are the factors affecting spiritual quotient?

**Ans:** Spiritual Quotient (SQ) is a measure of an individual's spiritual intelligence. Spiritual intelligence refers to the ability of a person to express his inner spiritual qualities through his speech, action, thoughts and behaviour. It includes spiritual qualities such as honesty, love, peace, sincerity, integrity, compassion and other ethical values.

The factors affecting spiritual quotient are as follows:

##### 1) INBORN CHARACTERISTICS

The inborn qualities of an individual can affect their spiritual quotient. Some individuals are very emotional and find it difficult to have control over their feelings. Some other may be short-tempered. Such people tend to have lower control over their emotions and hence, find it difficult to engage in spiritual thoughts.

##### 2) ATTITUDE

Individual's overall attitude also affects his spiritual quotient. A person with positive attitude views difficulties or obstacles as an opportunity to grow. It enables him to



handle stressful situations with optimism & encourage others. The reverse is true in case of a person with negative attitude.

### 3) SOCIO-CULTURAL ENVIRONMENT

The socio-cultural environment in which individuals live also affects their spiritual intelligence. In modern societies, individuals usually develop high spiritual intelligence since these societies encourage freedom of speech, honesty & integrity. However, backward societies fail to enhance individual's spiritual intelligence.

### 4) YOGA & MEDITATION

Yoga is proven to be beneficial for mental and emotional development. Individual can learn to control and express their emotions in a healthy way through yoga. Further, certain yoga and meditation techniques also help individuals to raise their spiritual intelligence.

### 5) WORK ENVIRONMENT

The environment in which an individual works also affects his spiritual intelligence. If the management is sensitive towards employees' needs and expectations, it may help employees to enhance their SQ. Similarly, healthy work policies and practices can enhance SQ of employees.

### 6) MANAGER'S QUALITIES

The superiors who are transformational leaders tend to boost their subordinates' spiritual intelligence. Transformational leaders act as role model for subordinates and place great emphasis on development of employees. On the other hand, traditional leaders do not contribute to enhancement of their employees' spiritual intelligence.

### 7) TRAINING & DEVELOPMENT PROGRAMMES

Spiritual organisations that value their employees focus on well-being and development of employees. They organize various training & development programs, counselling sessions and so on. These programs place emphasis on development of positive attitudes, balanced life approach and thereby, contribute to development of SQ.

### 8) REWARD SYSTEM

Spiritual organisations assist growth & development of their employees. Such organisations develop reward systems that encourage various values such as honesty, integrity, commitment etc. It motivates employees to enhance their spiritual intelligence.

### 9) OTHER FACTORS

Apart from the above-mentioned factors, spiritual quotient is also influenced by other factors such as age, experience, maturity level, self-awareness, immediate surroundings, qualities of team members etc.



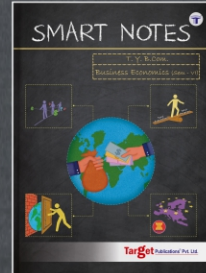


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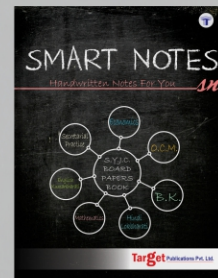


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