**12. PERSONNEL MANAGEMENT**

**Personnel Function of Management**

Broader Concept of Management; Personnel Management as a Dynamic and Developing Function; Personnel Perspective; Manpower Management-A Distinct Contribution; Theory of Manpower Management; Personnel Management at Mid-Century; Changing Philosophy of Human Relations; Opportunity and Challenge of Personnel Management; Personnel Policy Formulation; Personnel Management and Human Resource Development.

**Personnel Organisation**

Human Implications; Formal and Informal Organisation; Types of Structure-Line and Staff Relationship; Status of Personnel Department; Organisation Chart--Authority, Responsibility and Accountability; Relevance of Personnel Function Today.

**Personnel Function**

Managerial Aspects of Personnel Function--Planning, Organisation, Motivation, Direction and Control; Decision-Making, Delegation and Communication; Operative Functions of Personnel Management--employing, retaining, developing, refining and integrating; Personnel management and Productivity; Personnel Management and Public Relations.

**Man Power Planning**

Labour as a Cost; Staffing of Working organisation; Organisational Planning; Problem of Scale; manpower Education and Training; Imbalance between Education and Training and Career Prospects; Intellect and Skill Stratification; Developing a Personnel Policy - Budgeting, Regulating and Measuring Personnel Cost.

**Job Analysis and Job Evaluation**

Purpose, Responsibilities, Constraints and Criteria of Job Analysis; Job Analysis and Worker Analysis; Job Valuation--methods of Job Evaluation; Use of Job Analysis and Value of Job Evaluation.

**Recruitment and Selection**

Recruitment and Manpower Planning; Sources of recruitment--Agencies; National Employment Service-Employment Bureau; Advertising and Job Specification; Selection, Process--Methods, Techniques and Procedures; Interviewing; Personnel and Psychological Testing, Merit-Rating, 'Appraisal, Record, Placement and Induction; Conditions of Employment and Service Rules.

**Wage Salary Administration**

Performance and Compensation; Fairness and Equity; Financial Incentives and Efficiency; Fringe Benefits, Added Leisure, Income and Social Security.

**Personnel Administration**

Welfare Administration, Canteen--Management, Organisational Discipline and Grievance Handling.

**Training and Development**

Setting; Needs and Objectives; Developing Suitable Training Programmes for All-from Shop Floor to the Board Room; Agencies for Training; Problems of Continuity and Change; Training Appraisal, Insight, Perspective and Development; Promotion, Transfer, Termination.

**Appraisal and Evaluation**

Appraisal in Relation to the Management Objectives, Target- Setting, Budgetary Control etc.; Personnel Audit-Theory and Practice, Limitations, Modifications and Counselling; Personnel Management Advisory Service; Qualities Required for Professional and Functional Success.

**Personnel Records**

Needs and Requirements; Reports, Record--Maintenance and Updating; Follow-up Action; Checking, Storing and Handling of Personnel Records.

**Personnel Research and Publicity**

Diagnosis of Organisational Needs; Surveys, Case-Studies, Investigations; Evaluation Reports; perspective Planning--National and International Context; Research on Specific Problem Areas; Publication of Handbook, House Journal, Reports etc.

**Challenge of Personnel Management**

Human Resource Development (H. R. D.)-Key to Productivity and Economic Growth; Training within Industry and Skill-Development; H. R.D.-Job Enrichment and Quality Improvement- Quality Circles Approach; H. R. D. and Leadership Management; H. R. D. through Training; H. R. D.-Research and Application; Personnel Management and Organisational Change; Personnel Management, Employee Safety and Environment Protection; Personnel Management\_-Leadership Implications; 21st Century--Personnel Management.

**Personnel Management Perspective**

Personnel Management and Productivity Perspective; Impact of Changing Environment; Context of Mixed Economy; State-planning, Social Justice, Technological Change and Cultural Progress of India.