

SECTION – 1

QUESTION-2.

ANSWER:-

1. Quality Circle:-

Conceptually Quality Circles can be described as a small group of employees of the same work area, doing similar work that meets voluntarily and regularly to identify, analyse and resolve work related problems.

This small group with every member of the circle participating to the full carries on the activities, utilising problem solving techniques to achieve control or improvement in the work area and also help self and mutual development in the process.

The concept of the Quality Circle is based on “respect for the human individual” as against the traditional assumption based on suspicion and mistrust between management and its employees.

Quality circles built mutual trust and create greater understanding between the management and the workers. Cooperation and not confrontation is the key element in its operation. Quality Circles aims at building people, developing them, arousing genuine interest and dedication to their work to improve quality, productivity, cost reduction etc.

Characteristics of Effective Quality Circles:

1. The atmosphere should be informal, comfortable and relaxed. The members should feel involved and interested.
2. Everyone should participate.
3. The objectives should be clear to the members.
4. The members should listen to each other.
5. The group should feel comfortable even when there are disagreements.
6. The decisions should generally be taken by a kind of consensus and voting should be minimum.
7. When an action is required to be taken, clear assignments should be made and accepted by all the members.

Objectives of Quality Circles:

Some of the broad objectives of the Quality Circle are:

- (i) To improve quality, productivity, safety and cost reduction.
- (ii) To give chance to the employees to use their wisdom and creativity.

(iii) To encourage team spirit, cohesive culture among different levels and sections of the employees.

(iv) To promote self and mutual development including leadership quality,

(v) To fulfill the self-esteem and motivational needs of employees.

(vi) To improve the quality of work-life of employees.

Rules for Quality Circles:

(a) Each member can contribute an idea on his turn in rotation.

(b) Each member offers only one idea per turn regardless of how many he or she has in mind.

(c) Not everyone has an idea during each rotation, when this occurs just say "Pass".

(d) No criticism or comments should be passed on the ideas being contributed by the member whatever old it may look to be, welcome their ideas.

(e) During brain-storming, no evaluation of suggested idea should occur. This applies equally to leader, phrases such as "We have tried it before", "Impractical", "Well" "May be it would work". "Doubtful", "Very good" etc. should not be uttered.

(f) Members can vote by raising their hands.

2.BARS:-

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BARS is designed to bring the benefits of both quantitative and qualitative data to employee appraisal process as it mechanism combines the benefits of narratives, critical incidents and quantified ratings.

How to measure BARS:-

BARS is designed to bring the benefits of both qualitative and quantitative data to the employee appraisal process by comparing an individual's performance against specific examples of behaviour which are then categorized and appointed a numerical value used as the basis for rating performance.

The first step is to write CIT (Critical Incident Techniques) which compares an individual's performance against specific examples of behavior that are tied to numerical ratings of 5 to 9.

Then the employer needs to develop performance dimensions which have to rechecked. Next step involves scaling the critical incidents which leads to developing the final instrument.

Benefits of BARS:-

Behaviorally anchored rating scale can help improve organization's performance because they:

- Are reliable as the appraisals remain the same even when different raters rate them.
- Have clear standards upon which an employee is appraised.
- Are very accurate in the appraisal method and therefore increase reliability.
- Give an objective feedback.

3. Fringe and Job description:-

The term fringe benefits refers to the extra benefits provided to employees in addition to the normal compensation paid in the form of wage or salary. Many years ago, benefits and services were labeled “fringe” benefits because they were relatively insignificant or fringe components of compensation. However, the situation now is different, as these have, more or less, become important part of a comprehensive compensation package offered by employers to employees.

The main features of fringe benefits, as they stand today, may be stated as under:

- a. They are paid to all employees (unlike incentives which are paid to specific employees whose work is above standard) based on their membership in the organization.
- b. They are supplementary forms of compensation.
- c. They help raise the living conditions of employees.
- d. They are indirect compensation because they are usually extended as a condition of employment and are not directly related to performance.
- e. They may be statutory or voluntary. Provident fund is a statutory benefit whereas transport is a voluntary benefit.

Job Description:-

A job description is a useful, plain-language tool that explains the tasks, duties, function and responsibilities of a position. It details who performs a specific type of work, how that work is to be completed, and the frequency and the purpose of the work as it relates to the organization's mission and goals. Job descriptions are used for a variety of reasons, such as determining salary levels, conducting performance reviews, clarifying missions, establishing titles and pay grades, and creating reasonable accommodation controls, and as a tool for recruiting. Job descriptions are useful in career planning, offering training exercises and establishing legal requirements for compliance purposes. A job description gives an employee a clear and concise resource to be used as a guide for job performance. Likewise, a supervisor can use a job description as a measuring tool to ensure that the employee is meeting job expectations.