

UNIL TV
Materials Management (Inventory Mgt.)

Materials refer to inputs into the production process, most of which are embodied in the finished goods. It may be raw-materials, work-in-progress finished goods, spare parts etc.

Inventory Mgt. Material mgt. is the process of planning, organising and controlling the materials in the org'n. It is also known as Supply chain mgt. It plays a very imp. role in controlling the costs, and minimising the wastage particularly in manufacturing industry. Material costs form a significant portion of the total cost. So it needs to be closely monitored in terms of assessment, procurement and issues of raw material.

[The word materials is a broad term, it includes inventory and stores. Inventory covers the items in stores and materials in transit and process. Stores includes materials, supplies, and finished goods not required immediately for use] Material control is also called as inv. control. Inventory control is defined as the scientific method of providing the right type of material in the right time in the right q'ty and at right price. It is mainly concerned with minimising investment

Inventories — Usable but idle resources. It includes raw materials, semi-finished & finished goods. It helps to avoid over investment & under investment in materials and maximising services to customers.

- Objectives of inventory control: —
- (1) Supplying right quality and right quantity at the right price to the production dept.
 - (2) It minimises unnecessary investment in the materials.
 - (3) It aims at minimising storage and ordering costs.
 - (4) To avoid accumulation of work-in-progress.
 - (5) To meet the market demand properly.
 - (6) To contribute to the profitability of the enterprise.

Purchasing process: —

Purchasing is a specialised job. It is a very important function because a significant volume of funds is committed in purchase of materials. It also affects the working capital. It is a very strategic function which affects the corporate profitability directly. To be effective the purchasing process should follow the following logical steps.

- (1) Requisitioning purchases: — The purchase dept. collects all requisitions for purchase of materials. Requisition must be in triplicate. Concerned dept. keeps one, one to the purchase dept., and the other to the accounts dept.
- (2) Exploring the sources of supply: — The purchase dept. has to maintain the list of suppliers of every type of material. It must explore alternate materials which are available.

at lower cost and having additional functional benefits. Yellow pages, business directories and catalogues constitute good sources of reference.

③ Issuing tenders :- The purchase department issues tenders to invite quotations from the selected suppliers. The tender mentions the particulars of details to be submitted. The details of price, Qty, quality, time of delivery, discount, terms of payment ~~and~~ etc will be mentioned. It is convenient to contact the selected suppliers who are reliable. Tenders can be limited & open. (limited minis)

④ Opening tenders :- It is customary to announce the date of opening the tender. With the details of each of the quotations, a comparative statement is prepared. It facilitates the comparison of the specifications and prices of the materials. The suppliers who offer the best quality of materials at the best price will be given priority.

⑤ Negotiating :- It is likely that the price may be competitive but the terms of delivery and other terms of payment may not be agreeable to both the parties. In such a case, both the parties bargain to arrive at consensus.

⑥ Placing purchase order :- Once there is consensus between the buyer and the supplier on matters relating to price & delivery etc. the buyer releases the purchase order. (5 copies. Supplier, receiving dept., A/c dept., Inspection dept., purchase dept.).

⑦ Receiving the material along with the delivery note. -

goods are supplied with a delivery note. It is necessary to check the details of goods received with the concerned purchase order and then enter on the goods rec'd note. (4 copies - purchase dept., A/c dept., stores, Inspection dept.)

⑧ Checking inward invoice. - Invoice is a statement showing the particulars of the supplier, the buyer of the goods supplied, the details of the materials supplied, amount payable, advance if any adjusted etc. The buyer receives the inward invoice. The purchase mgr. has to sign them and then send to the a/c dept. for payment.

⑨ Inspecting and testing materials. - The inspection dept. checks the physical condition, quality, and quantity of the materials received. In case of any shortage & damage the facts should be informed to the supplier. Steps should be taken to ensure that either the damaged material is replaced or not charged.

⑩ Forwarding to stores. - After inspection, the goods received are forwarded to the stores.

⑪ Checking invoice and passing of bills for payment. - After inspection, the supplier directly dispatch invoice to the a/c dept. The a/c dept. forward it to the store dept. for the verification. After the store dept. certifies, the a/c dept. passes the invoice for payment, may be in the form of cash / cheque.

Inventory Control Techniques

ABC Analysis
EOQ
JIT
Re-order level

EOQ

Economic order quantity is defined as that quantity of material which can be ~~placed~~ ordered at one time to minimize the cost of ordering qty and carrying the stocks.

(It refers to the size of the order that keeps the total cost low.)

$$EOQ = \sqrt{\frac{2AO}{C}}$$

A = Annual Demand

S = Size of the order

O = Ordering cost per order

C = Carrying cost per unit.

Ex (1) A biscuit manufacturing Co: buys a lot of 10,000 bags of wheat per annum. The cost per bag is Rs 500/- and the ordering cost is Rs 400/-. The inventory carrying cost is estimated at 10% of the price. Determine EOQ.

(A) Annual demand = 10,000 bags.

(B) Ordering cost = Rs. 400/-

(C) Carrying cost = 10% of 500 = Rs 50/-

$$EOQ = \sqrt{\frac{2AO}{C}}$$

$$= \sqrt{\frac{2 \times 10000 \times 400}{50}}$$

$$= \sqrt{1,60,000}$$

$$EOQ = 400 \text{ bags}$$

The No. of orders to be placed is = $\frac{10,000}{400} = 25$

25 orders

Ex (2) Calculate EOQ from the following data of stock re-ordering

Annual demand (A) = 4,800 units

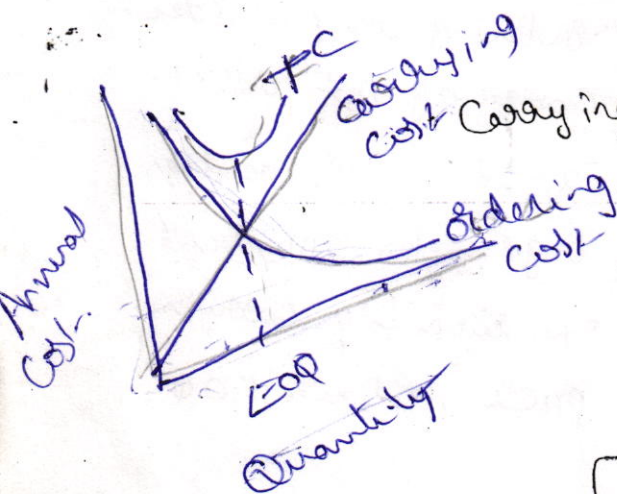
Unit price = Rs 300/-

Cost of placing an order (O) = 50/-

Storage cost = 3% per annum

Interest rate = 15% per annum

EOQ



Carrying cost per unit = storage cost + Interest rate
 = 3 + 15 = 18%

18% of 300

$$300 \times \frac{18}{100} = 54/-$$

$$EOQ = \sqrt{\frac{2AO}{c}} = \sqrt{\frac{2 \times 4800 \times 50}{54}} = 94.28 \text{ units}$$

$$\text{No of orders} = \frac{4800}{94.28} = 50.91 \text{ or } 51 \text{ orders}$$

Re-order level

After calculating the EOQ it is also important to decide when to order for the new stock. Re-order level helps to solve this problem.

Re-order level is the level of inventory at which the firm should place an order to get the stock. If the order is placed at this level, the stock will reach the firm before it runs out of stock.

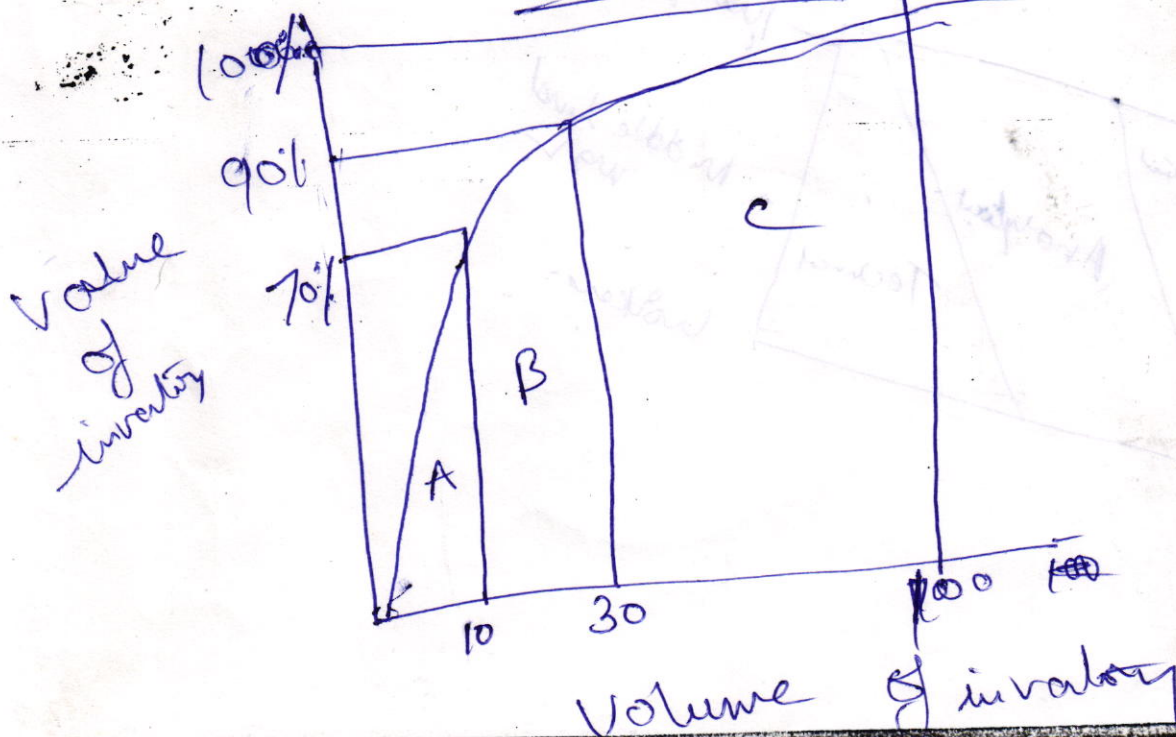
$$\text{Re-order level} = \text{Lead time} \times \text{Average Usage}$$

Weighted Average Method :-

Date	Receipts			Issues			Balance		
	Qty	Price	Amount	Qty	Price	Amount	Qty	Price	Am
Jan 1	500	10	5000	-	-	-	500		5000
Jan 4	800	9	7200	-	-	-	1300 (500+800)		12,200 (5000+7,200)
Jan 8	-	-	-	300	9.38	2814	1000		9386
Jan 13	700	11	7700	-	-	-	1700		17,086
Jan 25	-	-	-	1000	10.05	10,050	700		7036
Jan 28	-	-	-	10	10.05	100.5	690		6935.50

JIT → Just in Time Analysis

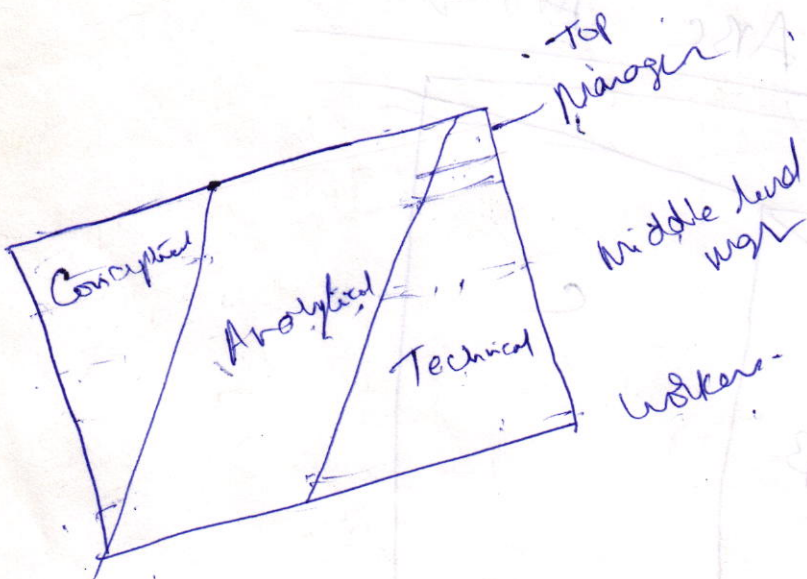
ABC Analysis



inevitable.

I Introduction stage :-

Workforce strategy :-



Volume
in worker

Marketing Mix

It is the mixture of 4 (P's). i.e. Product, price, place, promotion. Choosing the right mix is ~~the~~ the strategic decision of the marketer. Whatever way the mix it must satisfy the ultimate customer.

Marketing Mix

<u>Product</u>	<u>price</u>	<u>place</u>	<u>Promotion</u>
① Variety	① Listed price	① Channel Selection	① Advertising
② Quality	② Discount	② Coverage	② person or selling
③ Design	③ Allowances	③ locations	③ Sales Promoter
④ Features	④ payment period	④ stocks	④ publicity → public relation
⑤ Brand Name	⑤ collection period	⑤ transport	
⑥ packaging	↓ Cost based pricing Skimming pricing Penetration pricing Competition pricing		
⑦ Sizes			
⑧ Exchange			
⑨ Warranties			

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Channels of Distribution.

Distribution may be defined as an operation which physically brings goods produced by any manufacturer into the hands of the final consumer.

A channel of distribution is the route taken by the title to the goods as they move from the producer to the ultimate consumer. It is an integral part of marketing. It includes both the producer and the final consumer for the product. It does not include firms rendering services such as railways, roadways etc.

Factors to be considered while selecting the channel:

- ① The buying habits of the consumers should be taken into consideration / purchasing power
- ② The channel should be suitable to the firm's marketing programme.

③ The channel must be flexible.

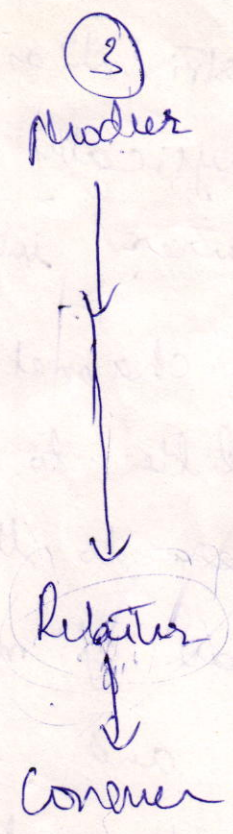
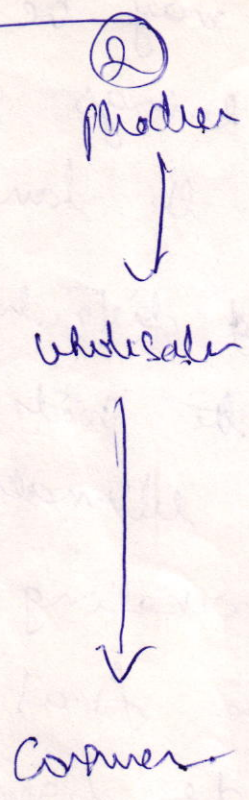
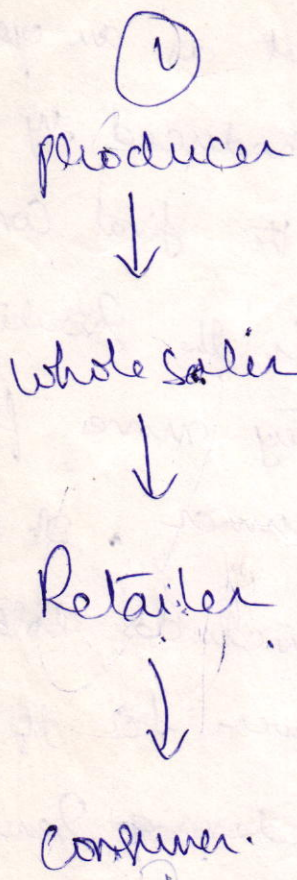
④ There should not be any weak link in the channel.

Factors affect the channels of distribution: -

- ① Market Considerations: - The nature of market is the key factor influencing the channel selection.

channels

directness



(a) Consumer market & industrial market: - The imp. point to consider whether the product is intended for the consumer market & industrial market. If the product is intended to reach industrial market, retailer is not included in the channel.

(b) No. of 'potential customers': - If the no. of customers is too large, the channel requires the inclusion of middlemen. If they are less in number, the producer can sell directly the products to the consumers.

(c) Geographic Concentration of market: - A producer can open his own branches in those areas where there is concentration of customers for his product. He need not depend on middlemen.

(d) Size of the order: - The size of the order also affects the selection of channels. If the size of the order is too big, the producer can supply the goods directly.

II (Product Considerations) - (Costs of the product)
 (1) Unit value: - If the unit value of a product

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is lower, the producer has to depend on the middlemen. He sells in large lots to the middlemen.

(b) Bulk and weight: - A producer has to consider the cost of freight in relation to the bulky goods. A producer of heavy and bulky items does not use middlemen to minimize freight and handling costs.

(c) perishability: - Short channels are used for products subject to physical perishability. Sometimes a producer may use middlemen if they can provide specialised storage facilities.

(d) Technical nature: - Some products like typewriters, refrigerators and machinery require after sale service. So that the producer can not depend directly to the customers and appoint his own servicemen.

(e) Extent of product-line: - A producer dealing with only one product can depend on middlemen, as against a producer dealing with a no. of products. This product line influences the channel decision appreciably.

① Back and night - A person had to consider
a lot of things in relation to the subject goods.
A volume of leaf and other things that are not
available to many people. One building
material - that shows are well for
the physical possibility. Structures
in these and the orientation of the
structure.

② Technical nature - Some products are different
in their nature and machinery part of the
whole. It is a matter of course that
the whole is not the same. The whole
is not the same as the part. The
part is not the same as the whole.

③ Technical nature - A person has to
consider the part for the whole and
the whole for the part. The part is
not the same as the whole. The
whole is not the same as the part.

III

Company Considerations:-

- (a) Financial Resource:- A company having sound financial position can establish its own sales forces. It can grant credit facility to the customers and provide storage facility to the products. In contrast to this, a financially weak company relies upon the middlemen for all these services.
- (b) Ability of Mgt:- Companies lacking sufficient marketing experience generally shift the selling task to the middlemen and vice versa.
- (c) Desire for control of channel:- Longer the channel for a product, lesser will be the control for the producer over the channel. Hence he may establish short channel though it is costly.

Wholesaling

Wholesaling & wholesale trade includes the sale of products to those who are buying for business use & resale. In simple terms it is a sale of goods by any firm to any customer except to an ultimate customer.

Wholesaler acts as a mediator bet: the producer and the retailer. He is also known as jobber & distributor. They are marketing specialists. By employing wholesalers & ~~jobbers~~ distributors the firm can avoid the duplication of work and they can reap the economies of skills and large scale transactions.

Classification of wholesaling middlemen: - Wholesaling middlemen can be classified into 3 types.

I Merchant wholesalers: - These are the firms usually owned or wholesalers, jobbers, or distributors. They are typically ^{independently} owned firms. They take title of the goods they handle. They account for 58% of the total wholesale trade.

II Manufacturers sales offices and branches: - These establishments are owned by manufacturers. But they are separated from the manufacturing plants. The distinction bet: a sales office and sales branch is that a branch carries stock and an office does not. These branches account for 31% of the wholesale trade.

III Agents and brokers: - They do not take title to the goods they handle. They negotiate the purchase or sale of goods on behalf of their principals. They represent 11% of business. The key man types are, Mufa's Agents, Commission agents, brokers etc.

Types of intermediaries

Marketing intermediaries are of countless types. The simplest form of marketing channel is the one where the product is taken to the consumer with just one type of intermediaries. The more complex type involves two or more types.

Types :-

I Sole-selling agent :- When a manufacturer prefers to stay out of the marketing and distri. task, he appoints a suitable agent and entrusts the mkng job with him. A sole-selling agent is a large marketing intermediary with large resources and with wide area operations. He will be having his own net-work of distri.. He takes care of marketing function on behalf of the manuf..

II Carry & Forwarding Agents :- CFA They are special category agents wholesalers. They supply stave on behalf of the producer. Their function is distribution. The main feature of these agents is that they do not resell products.

III Whole Sellers :-

IV Retailers :- Retailers sell directly to the ultimate consumers.

Types of membranes

membranes are classified into two main types
the primary form of membrane is based on its
nature or source of origin as to membrane
type one type of membrane is
called cell membrane or cytoplasmic

Types

1. Cell membrane - This is a membrane that separates the
cell from its surroundings. It is made up of phospholipids and
proteins. It is a thin, flexible barrier that controls the
entry and exit of substances into and out of the cell.
A cell membrane is a large, flat, phospholipid bilayer.

2. Plasma membrane - This is a membrane that separates the
cell from its surroundings. It is made up of phospholipids and
proteins. It is a thin, flexible barrier that controls the
entry and exit of substances into and out of the cell.

Concept of transport of proteins

Transport of proteins is a complex process that involves
the movement of proteins across the cell membrane. This
can be done through several different mechanisms, including
simple diffusion, facilitated diffusion, and active transport.

Active transport is the movement of molecules across a
membrane from a region of lower concentration to a region
of higher concentration. This process requires energy in the
form of ATP.

6
They are at the bottom of the distrib: hierarchy.
They work under wholesalers / statistis / producers etc.
He is also known as a dealer. They operate in a
smaller territory or at a specific location.
They do not ~~hold~~ perform stock-holding or sub-
distribution functions. They keep only operational
stocks.

V

Brokers: - Brokers are agent middlemen whose prime
responsibility is to bring buyers and sellers together.
They provide mkt. information regarding prices, products
and general market conditions. They do not
physically handle the goods. ^{They have} No authority to set
prices. He simply negotiates a sale or purchase.
They operate on a very low cost basis.

VI

Commission Agents: - They have charge of the
shipment. It is their responsibility to handle and
sell goods. They find buyers and make the
sales, and arrange the transfer of goods and
they deduct their commission.

Channel Conflicts

The producers will have the problems with their Channel members and it is called Channel Conflict. There is a continuous tug-of-war among channel members. The main reason for these conflicts is that, there is no in-charge to manage this distribution system. The whole system is treated as a fragment of independent organizations.

Channel Conflicts ~~are~~ ^{are} of two types:-

I. Horizontal Conflicts; - If a conflict occurs bet middlemen of the same type, ^{at level} it is called horizontal conflict. For ex:- If Grocery Supermarket adds drugs, clothing, fancy items, alcoholic beverages to the food lines, the other wholesalers who trade sell their products ~~at~~ become irritated both at the grocery stores of manufacturer for using these "unorthodox" channel.

II. Vertical Conflicts; - If a conflict occurs bet the producer and wholesaler, ^{or producer & retailer} it is called vertical conflict.

Channel Conflict

The producer will have to determine with whom
Channel members want it is called Channel Conflict
There is a distinction between direct and indirect
members - the main reason for this conflict is
that there is an increase in the number of
distribution systems. The whole system is broken
as a fragment of independent organization.
Channel Conflict is the difference

Horizontal Conflict - of a conflict occurs
between members of the same level, it is called
horizontal conflict.

Vertical Conflict - of a conflict occurs
between members of different levels, it is called
vertical conflict. This occurs between
the manufacturer and the wholesaler, the
wholesaler and the retailer, the retailer and
the consumer.

Vertical Conflict - of a conflict occurs
between members of different levels, it is called
vertical conflict.

8

Courses of action open to manufacturer - If the manufacturer wish to bypass wholesalers, there are 4 possible courses of action to choose from.

1. Sell directly to retailers.
2. establish own sales office & branches.
3. Sell directly to consumers.
4. employ sales force.

Courses open to wholesaler -

1. Improve internal management system in such way that neither the producer nor the consumer can bypass them.
2. develop their own brands.
3. Form voluntary chain with the retailers by imparting management services & long-volume buying advantages.

- ① Image of the trade is changing
- ② profile of the distributors is changing
- ③ Costs are escalating & trade margins are eroding
- ④ Distribution are becoming choosier
- ⑤ power equation shifting

1. Improves interest management system in bank
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10. ...

Channel Scenario in India

Conventional wholesale - retail trade dominates the scene in India. India will see the growth of distributing cos. / retail chains like western countries in India -

I Image of the trade is changing: - With the increased availability of products, removal of price controls, increased competition and increased choices to the consumer, the distributive environment has changed significantly. The distributor has to put in harder effort to sell his products and he has to serve the customers properly.

II Profile of distributors has also been changing: -
Significantly. Today's distributors are better educated and many of them professionally qualified. They are better exposed to modern marketing. They are more aggressive and, in some ~~times~~ ^{cases} they are quite big than the size of the ^{many} ~~producing~~ ^{firm} Co. Ex:- Maruti's distributor have lion over is more than Rs 40 crores p/a bigger than many medium sized companies.

III Trade margins escalate as costs of distribution grow.
Trade margins are escalating. In earlier days, investment in the business infrastructure was low and distributors were operating with moderate margins.

But in recent years, they have to make larger investment. Running costs of distribution outlets have also been growing up leading to higher compensation to distributors.

IV Expectations of distributors in terms of profits also change:- There was also seen a major change in the expectations of the distributors in the matter of returns as compared to earlier years. In earlier years distributors were content with modest profits. Today they want higher profits as costs are escalating.

V power equations among distributors shift in favor of lower level:- Today, the retailers have become the most powerful. Earlier in the supply led market power rested with the manufacturers. In today's demand led market power is with the consumer. And retailer being the closest link to the consumer in the distribution chain wield the maximum power.

VI Distributors are becoming choosy:- In many businesses the manufacturer do not have the choice of selecting distributor. On the contrary, the distributors/dealers have become choosy of the manufacturer whom they would represent.

HRM

G. Gayathri

(1)

Human Resource Management is a process of bringing people and organisation together to achieve the predetermined goals. It tries to secure the best from people by winning their wholehearted cooperation.

In short, it may be defined as the art of procuring, developing and maintaining competent workforce to achieve the goals of an organisation in an efficient manner.

Features :- (1) Action oriented :- HRM focuses attention on action, rather than on record keeping, written procedures or rules.

(2) Individually oriented :- It tries to help employees to their potential fully. It encourages them to give their best to the organisation.

(3) People oriented :- HRM is all about people at work both as individuals and groups. It tries to put people on assigned jobs in order to produce good results and these results are used to reward people to motivate them.

(4) Development oriented :- HRM intends to develop the full potential of employees. Training is offered to sharpen and improve their skills.

(5) Integrating mechanism :- HRM tries to build and maintain cordial relations between people working at various levels in the organisation.

⑥ Inter-disciplinary function: - HRM is a multi-disciplinary activity utilising knowledge from psychology, Sociology, anthropology, economics etc.

⑦ Continual function: - HRM is not a short term deal. It requires a constant alertness and awareness of human relations and their importance in every day operations.

⑧ Auxiliary Service: - HR dept: assists and advise the managers to do their personnel work more effectively. HR manager is a specialist advisor.

Scope of HRM: - The scope of HRM is very wide. Research in behavioural sciences, new trends in managing workers and new developments in the field of training have expanded the scope of HRM. The Indian Institute of personnel mgmt: has specified the scope of HRM as follows.

- personnel aspect: - This is concerned with manpower planning, recruitment, selection, placement, transfer, promotions, training and development, rebranchment, remuneration, incentives etc.

- Welfare aspect: - It deals with working conditions and amenities such as canteens, creches, rest and lunch rooms, housing, transport, medical assistance, education, recreation, health & safety etc.

- Industrial Relations aspect: - This covers Union-mgmt: relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement disputes etc.

Objectives of HRM: - In the past the managers and supervisors were autocratic in their relationship with subordinates, today this leadership is rejected. The present generation of employees demand more considerate treatment and a more sophisticated form of leadership. Because of the protection that is provided by the unions and govt. and their skills are in short supply, employees are in a position to demand and obtain more favourable employment conditions and treatment. In the light of these emerging trends, HRM objectives have been expanding they are.

- ① To help the organisation reach its goals: - HR dept. like other departments in an organisation, exists to achieve the goals of the organisation first.
- ② To employ the skills of the workforce efficiently: - The primary purpose of HRM is to make people's strengths productive and to benefit customers, stockholders and employees.
- ③ To increase the employees job satisfaction and self-actualisation: - It tries to prompt and stimulate every employee to realise his potential.
- ④ To develop and maintain a quality of work life: - It makes employment in the organisation a desirable personal and social situation. Without improvement in the quality of work life, it is difficult to improve organisational performance.

(P.T.O)

⑤ To Communicate HR policies to employees: - It is the responsibility of HRM to communicate its ideas, opinions and feeling of customers, non-customers, regulators and other external public as well as in understanding the views of internal human resources.

⑥ To maintain ethical policies and behaviour: - It aims to practice morality in mgt: in preparing people for change, dealing with dissent and conflict, holding high standards of productivity etc.

The above objectives ultimately lead to employees satisfaction and fulfillment.

Importance of HRM: - Human resources, along with financial and material resources, contribute to the production of goods and services in an organisation. Through the combined and efforts of people that monetary and material resources are harnessed to achieve organisational goals. But these skills and efforts have to be sharpened from time to time to enable them to meet greater challenges. This is where HRM plays a crucial role.

Good human resource practices can help in attracting and retaining the best people in the organisation. It promotes team work and team spirit among employees. It provides excellent growth opportunities to people who have the potential to rise. It allows people to work with diligence and commitment. employment opportunities multiply, scarce talents

are put to best use. Companies that treat people well always race ahead of others and deliver excellent results.

Difference between HRM and personnel management.

<u>Personnel function</u>	<u>HRD function</u>
① It is a maintenance oriented function.	① It is dev't oriented.
② It is an independent function with independent sub-functions	② It consists of inter-dependent functions.
③ It is a reactive function responding to events as and when they take place.	③ It tries to anticipate and get ready with appropriate responses.
④ It is exclusive responsibility of personnel department -	④ It is the responsibility of all managers in the organisation.
⑤ Emphasis is put on monetary benefits -	⑤ emphasis is on higher order needs such as - how to design jobs, how to improve creativity and problem solving skills, etc
⑥ Improved performance is the result of improved satisfaction and morale.	⑥ Better use of human resource leads to improved satisfaction and morale.
⑦ tries to improve the efficiency of people and administration	⑦ It tries to develop the organisation as a whole & its culture.

Functions:- The basic managerial functions

(P.T.O)

Comprise planning, organising, directing and controlling.

① Planning: - This function deals with the determination of the future course of action to achieve the desired results. Planning of personnel today prevents crises tomorrow. It includes the personnel programme regarding recruitment, selection and training of the employees.

② Organising: - This function includes proper grouping of the personnel activities, assignment of different groups of activities to different individuals and delegation of authority.

③ Directing: - This involves supervising and guiding the personnel. To execute plans direction is essential. Without direction there is no destination. The success of the organisation depends on the proper direction. Direction most importantly consists of motivation and leadership.

④ Controlling: - This function comprises measuring the employee's performance, correcting negative deviations and assuring the accomplishment of plans efficiently. Controlling essentially implies detection of deviations of performance from standards and the correction of such deviations. Controlling is necessary to ensure that the activities are being carried out in accordance with stated plans.

Operative functions: -

⑤ Employment: - This function is concerned with procuring and employing the people possessing necessary skills, knowledge, aptitude etc. to achieve org. goals.

(P.T.O)

It covers the functions such as job analysis, manpower planning, recruitment, selection, placement etc.

- (a) Job analysis: - It is the process of collecting information relating to the each job.
- (b) HR planning: - It is the process of determining and assuring that adequate skilled persons are available to do these.
- (c) Recruitment: - It is the process of searching for prospective employees and stimulating them to apply for jobs.
- (d) Selection: - It is the process of eliminating undesirable candidates from the pool of applicants.
- (e) Placement: - It is the process of assigning the selected candidate with the most suitable jobs. It is matching of employee specifications with job requirements.
- (f) Induction an orientation: - It is a technique by which a new employee is introduced to the changed surroundings, practices policies etc of the organisation.
- (6) Human Resource Development: - It is the process of improving moulding, changing and developing the skills, knowledge, creative ability, aptitude, attitude etc. It includes.
 - (a) Performance appraisal: - It is the systematic evaluation of individuals with respect to their performance on the job.
 - (b) Training: - Training is a systematic process by which employees learn skills, knowledge, abilities to further organisational and personnel goals.

- (c) Mgt. development:- It is the process of designing and conducting suitable executive development programmes to develop managerial and human relations skill of employees.
- (d) Organisation development:- It aims at changing attitude values, organisation structures and managerial practices in an effort to improve organisational performance.
- (7) Compensation:- It is the process of providing equitable and fair remuneration to the employees. It includes job evaluation, wage and salary administration, incentives, bonus, fringe benefits, social security measures etc -
- (a) Job evaluation:- It is the process of determining the relative worth of jobs.
- (b) Wage and salary administration:- It is the process of developing and operating a suitable wage and salary programme.
- (c) Incentives:- It is the process of formulating, administering and reviewing the schemes of financial incentives in addition to regular payment of wages and salary.
- (d) Bonus:- It includes payment of statutory bonus according to the payment of Bonus Act 1965.
- (e) Social Security measures:- These measures include: (1) Workmen's compensation to those workers, who are involved in accidents (2) Maternity benefits to women employees, sickness benefits and medical benefits, (2) disable benefits etc.

These are the functions of personnel manager (P.F. 10)

Factors influencing the HRM:

A no. of environmental factors influence the work of a HR manager. He can not perform his job in a vacuum. These factors influence the organisation through human resources. The term environment refers to the totality of all factors which influence the organisational and personnel sub-system.

The term environment includes both internal and external ^{environment} factors. External environment consists of those factors which affect an organisation from outside the organisation. Internal environment consists of factors affecting the orga. from within the orga.

I. External Environment:

(a) Technological factors: - The term technology refers to how an organisation transforms its inputs into outputs. Every orga has at least one technology for transforming its inputs into outputs. The invention of microchips has brought a dramatic revolution in workplace. Microchips are tiny components of electrical circuits which can be combined to form much larger and more complex electronic systems.

Industrial robots have begun to invade the assembly line in a big way - doing such tasks as welding, spray-painting etc. IBM is producing laptop computers without the help of a single worker. ATMs have replaced thousands of tellers in banks. Impact of new technology on the total no. of jobs available has been quite

devastating. Lower and middle level positions are the worst hit in this scenario.

In the present day world, information is the key resource. Orgs that employ appropriate technologies will enjoy a competitive advantage.

(b) Economic Challenges: - In the new global marketplace HR managers are required to play challenging roles and create competitive advantage for the firm. Competitive advantage refers to the ability of an organisation to formulate strategies to exploit profitable opportunities thereby maximising its return on investment. Global firms are continually reorganising their operations and refocusing their energies around their crucial areas of competence.

Ex: AT & T, NIIT, Dr. Reddy & Co have created such global operations teams long back to explore overseas markets and exploit available opportunities thereby maximising its return on investment.

(c) Political factors: - Formation of new political parties influence the functioning of trade unions in an org. This in turn leads to formation of new unions or splitting up of existing unions. The changes in unions have serious implications for HR managers.

(d) Social factors: - HR managers have long realised the importance of conducting their business in a socially responsible manner. Social impacts have to be carefully evaluated before undertaking any action programme. Here society includes the firm's own employees.

and their friends, neighbours etc. HR managers have to assess reactions beforehand and come out with certain proactive steps. A firm after all, operates by public consent to satisfy society needs.

(e) Govt: factors: - Govt: is the Custodian of industrial and economic activities. The emergence of problems on the industrial front, in the form of trade union movement, failure of many employers to deal fairly with workers, non-fulfilment of plan targets etc forced the govt to intervene in HRM and to enact various labour legislations. So mgmt can not manage the personnel unilaterally as it like, because it has to abide by the rules and regulations of the govt: from time to time.

(f) Legal environment: - It is one of the most important factor that affects HRM. The imp: legislations enacted in India affecting HRM are; Factories Act 1948, Trade Union Act 1926, Payment of Wages Act- 1936, employment exchange Act 1959, gratuity Act 1972, etc.

Internal Environment: -

(g) policies: - policies tell people what they may or may not do. objectives show the destination and policies offer the route. They offer standing answers to recurring questions. Some of the imp: policies that influence the work of a HR

managers are: ① To provide employees with a place of work that is as safe as possible ② To encourage all employees to achieve as much of their human potential as possible - ③ To provide compensation that will encourage a high level of performance ④ To ensure that present ~~org~~ ~~org~~ original members are considered first for any vacant positions.

g) Organisation Culture:- It is the product of people, objectives, size, technology, unions, policies etc. The challenge to HR people is to adjust positively to the culture of the org. There are two types of cultures

① closed culture ② open culture.

In closed and threatening culture, decisions are made at the top, and there will be lack of trust and confidence among in subordinates. It goes against the interests of the employees. Workers are tightly controlled.

In orgs where there is an open culture most decisions are taken at lower level, subordinates are trusted, two-way communication is encouraged. Understanding the type of culture that prevails within a firm is important to frame appropriate HR policies.

h) Org. Structure:- It consists of people who are united for common purpose. Basically there are two types of structures. ① Flat and ② Tall. // Tall or pyramid type of org. structure is suitable which are labour oriented. Flat type are suitable to the technology-oriented companies. Since most of the modern orgs are technology-based and

endowed with capital and highly educated employees¹² they tend to have an organisation structure where the no. of employees at the operating level are relatively less. In view of this, personnel mgmt. is not only challenging but also significant one in a modern organisation. Human resources have a plus value in that they can convert the disorganised resources into a useful, productive organisation.

These are the important factors which influence HRM.

Personnel policies.

A policy is a plan of action. Personnel policies constitute guides to action. They furnish the general standards & bases on which decisions are reached. They act as reference point for managers in their dealings with employees. Ex: - one of the personnel policies of Indian Railways is to provide equal employment opportunities to minorities.

Broadly speaking, policies are broad statements which express the organisation's principles and philosophy toward its human resource group, intentionally used so that they may be applied to various situations.

Advantages :- policies are useful in following ways.

(P.T.O)

1. Delegation: - They help managers operating at various levels to act with confidence without the need for consulting the superiors every time.
2. Uniformity: - They increase the consistency in actions of different people in different levels.
3. Better Control: - As personnel policies specify the relationship among orgn. mgmt. and employees, they permit members to work without friction / conflict, paving the way for better control.
4. Standards of efficiency: - policies serve as standards in the execution of work. They enable the mgmt. to find out whether the policies have been translated into action by various groups in the org. or not.
5. Confidence: - policies make employees aware of their stand in the orgn. and create confidence in them ~~before~~ while confronting recurring problems. They reduce chances of misinterpretation, misrepresentation and friction.
6. Speedy decisions: - policies can speed up decision making by providing blanket framework within which personnel decisions could be made.
7. Coordinating device: - personnel policies help in achieving coordination. If people are guided by the same policies, they can predict more accurately the actions and decisions of others, and they ensure steady course of action prevent deviations from planned operations.

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Obstacles in administering personnel policies: - ¹⁵

1. Managers are reluctant to follow policies, as they extend to scope of managerial work and curtail execution freedom.
2. Often conflicts erupt between implied and expressed policy statements, especially on employment matters.
3. Once policies are established they become unalterable. But in the absence of review and appraisal it would be difficult to break the custom and effect desirable policy changes.
4. Personnel policies are not easy to communicate.
5. Since policies grant freedom to managers, there is always the danger of some managers strictly adhering to the policy and others deviating from the path excessively.

Characteristics of Sound personnel policy:-

1. Policies must be capable of relating objectives to functions, physical factors and co: personnel.
2. Policies must be stated in definite, positive, clear and understandable language.
3. Policies must be precise and prescribe limits and yardsticks for future actions.
4. They must be stable and there will not be any drastic ~~overs~~ overnight changes.
5. They must be flexible enough to ~~adjust~~ keep the ~~org~~ in tune with the times.

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5. personnel policies must be build on the basis of facts and sound judgement and not on personal feelings.
6. There should not be too many policies as to become confusing & meaningless.
7. They must be fair and equitable to internal as well as external groups.
8. They must be reasonable and capable of being accomplished.

Qualifications and Qualities of a Personnel Manager.

The qualifications required for a personnel manager differ from org. to org.; depending on its nature, size, location, etc. The personnel manager as in case of any other manager must have initiative, resourcefulness, depth of perception, maturity in judgment and analytical ability etc. He must be thorough with labour laws. He should also possess other personal attributes like:-

- (a) Intelligence:- This includes skills to communicate, articulate, moderate understand, command over language, mental ability and tact in dealing with people, ability to draft agreement, policies etc.
- (b) Educational Skills:- He should possess learning and teaching skills as he has to learn & teach employees about the organisational growth etc.
- (c) Discriminating Skills:- He should possess the ability to

to discriminate between right and wrong, between just and unjust, merit and demerit.

(d) Executing Skills: - personnel manager is expected to execute the management's decisions regarding personnel issues with speed, accuracy and objectivity. He has to coordinate and control activities.

(e) Experience and Training: - Experience is undoubtedly an advantage provided the experience was in an appropriate environment and in the same area.

Training in psychological aspects, labour legislation & personnel management is an additional benefit.

(f) Professional attitude: - prof: attitude is more necessary particularly in the Indian context. He should have patience and understanding, ability to listen before offering advice.

He should have the knowledge of various disciplines like technology, engineering, mgt., sociology, philosophy, economics etc.

Qualifications: - The following educational qualifications may be necessary to achieve success, in addition to the personnel attributes mentioned above:-

- ① Degree from a recognised university.
- ② PG/ diploma in HRM/ HRD/ labour welfare/ psychology/ Industrial Relations/ MBA with specialisation in HRM.
- ③ Degree in Law ④ knowledge of local language.

⑭ Interview Method: - This method consists of asking questions both incumbents and Supervisors in either an individual or a group setting. The use of this method is that job holders are most familiar with the job and can supplement the information obtained through observation. The interviewer must be trained in proper interviewing techniques. Though it is a most useful method, it is a time consuming and costly method.

⑮ Questionnaire Method: - Here the job holders are given a properly designed questionnaire aimed at eliciting relevant job information. After completion the questionnaires are handed over to Supervisors & the data will be given to the job analyst.

It is a highly economical as it covers a large no. of workers at a time; but designing a questionnaire is not an easy task. Care must be taken so that the respondents do not misinterpret the questions.

Designing Jobs: -

It is a conscious effort to organize tasks, duties and responsibilities into a unit of work to achieve a certain objective. It explains how the job is to be performed, who is to perform it and where it is to be performed. It greatly affects how an employee feels about a job, how much authority an employee has over the work, how much decision-making power an employee has, how many tasks the employee has to complete. job

design refers to the way that tasks are combined to form complete jobs. In recent years managers have realised the importance of designing jobs in a novel, interesting way - enhancing employee satisfaction and productivity.

Approaches to job design: -

I Engineering approach: - It is proposed by FW Taylor. According to this, the work of every workman is fully planned out by the mgt. at least a day in advance and each man receives a complete written instructions, describing in detail the task which he is to accomplish. This task specifies not only what is to be done but how it is to be done and exact time allowed for doing it". The principles offered by scientific management are

- (a) work should be scientifically studied. (b) employee selected for work should match to the demands of the job (c) employee should be trained to perform the job (d) Monetary compensation should be used to reward successful performance of the job.

Problems :- (1) Due to repetitive performance, the employee become very bored with the job. (2) No interest to learn new work. (3) Due to mechanical work, workers can not take a break when they needed (4) employees will have very ^{less} social interaction. (5) workers will have little interest in the job because no scope to improve & change.

II Human Relations Approach: - It recognised the need to design jobs in an interesting manner. This theory

based on Herzberg motivational & maintenance factors.
Motivators are achievement, recognition, work itself, responsibility, advancement & growth etc.
maintenance factors like working conditions, organisational policies, inter-personal relations, pay and job security.

According to Herzberg, employee is dissatisfied with the job if maintenance factors are not introduced to the required degree, but not motivated by their presence.

Herzberg feels that more productivity is possible if motivators are introduced into the job content. So he put emphasis on psychological needs in designing jobs.

III The Job Characteristics Approach: - This theory put forward by Hackman and Oldham. It states that employees will work hard when they are rewarded for the work they do and when the work gives them satisfaction. Hence motivation, satisfaction and performance should be integrated in the job design.

The five job dimensions are (1) Skill variety
to complete the job (2) The degree to which the job allows workers to complete whole tasks (3) The degree to which the job allows workers freedom (4) The degree to which the job itself provides workers with clear, direct and understandable knowledge of their performance; shows impact workers psychologically.

IV Sociotechnical Systems Approach: - According to this

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125

approach, job designing must take into consideration both the technical and accompanying social systems. It must take the entire job situation, including its physical and social environment. The following guidelines have been developed.

1. A job needs to be reasonably demanding for the individual.
2. employee need to learn and go on learning.
3. He should need some minimum area of decision making.
4. He ~~the~~ need some degree of social support and recognition at the work place.

Techniques for job designing: - Basically there are four techniques used in the design of jobs.

I Job simplification: - On this method jobs are divided into smaller components and subsequently assigned to workers. Simplification of work requires that jobs be broken down into their smallest units and then analysed. It helps the employees to learn tasks rapidly. Even low-skilled and low-paid employees can be hired and trained easily.

On the negative side, it results in boredom, frustration, lack of motivation and low job satisfaction. This in turn leads to lower productivity and increased cost.

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II Job enlargement: - Job enlargement expands a job horizontally. It increases the no. of different operations required in a job. It also increases the frequency with which the job cycle is repeated. So job enlargement increases the job scope. But this is not suitable in overspecialised jobs.

III Job rotation: - It refers to the movement of an employee from one job to another. Jobs are not changed only the employees are rotated among various jobs. This measure relieves the employee from the monotony and boredom. Improves the employee skills regarding various jobs. However frequent job rotations are not advisable in view of their negative impact on the ego of the employees.

IV Job enrichment: - It is based on Herzberg's two factor theory of motivation. In order to motivate the people, the job itself must provide opportunities for achievement, recognition, responsibility, advancement and growth. It has four unique aspects.

(a) It changes the basic relationship bet. employees and their work. Interesting and challenging work can be a source of employee satisfaction.

(b) It changes employee behaviour, that leads to more positive attitudes about the org. and a better self image. Feeling of autonomy and freedom help employees view their jobs in a favourable way.

(c) It helps the employer to bring about organisational changes easily, securing employee cooperation and commitment.

(P.T.O)

- 27
- ① job enrichment helps the individuals to grow and push themselves. It boosts the confidence and courage.

Human Resource planning

Human Resource planning is the process of getting the right no. of qualified people into the right job, at the right time, so that an org. can meet its objectives. It is a system of matching the supply of people to org.'s demand. It tries to assess manpower requirement in advance keeping the production schedules, market fluctuations, demand forecasting etc.

It is an integral part of the overall corporate plan. Manpower plans are prepared for varying time periods. Short term plans covering a time frame of 2 years and long term plans encompassing a period of 5 years.

Objectives: - The basic purpose of having a manpower plan is to have an accurate estimate the no. of employees required, with required skills, to meet org. objectives.

The basic objectives are:

- ① It's objective is to determine the future manpower needs.
- ② It is required to cope with changes in market conditions, technology, products and govt. policies in an effective way.
- ③ It aims at taking ~~off~~ inventory of existing personnel to use in an efficient way. It helps in decreasing wage and salary costs in the long run.
- ④ It provides the useful information on the basis of which mgt. decides the promotion policies.

Importance of HR planning: - It is a very useful activity of used properly, it offers a no. of benefits.

(a) Reservoir of talent: - org. can have a reservoir of talent at any point of time. people with required skills are readily available.

(b) prepare people for future: - people can be trained, motivated and developed in advance and this helps in meeting future needs easily. Manpower shortage can be met comfortably through proper planning.

(c) cut costs: - It facilitates the preparation of an appropriate manpower budget for each dept. so that, it helps in controlling costs by avoiding shortages/excesses in manpower supply.

(d) Expand & Contract: - This planning helps the org. during expansion and contraction of business activities.

process of HR planning: - There is no single right approach to HRP. As pointed by Davis "All orgs should identify their short-run and long-run employee needs by examining their needs and corp. strategies. The process of HR planning consists of the following steps:

1) Forecasting the demand for Human Resources: - Most firms estimate how many employees they require in future. The demand for human talent is due to the following factors.

(a) external challenges: - These challenges arise from three important sources. (1) Economic developments: - Liberalisation

opening up of banking sector, Capital market reforms, The on-line trading system have created huge demand for manpower.

② Political, legal, social and technical changes: - The demand for certain skills is also influenced by changes in political, legal and social changes. Firms employing latest technology in constructions, automobiles, software etc; have greatly enhanced the worth of technicians and engineers during the last few years. Technology is a double edged weapon. Hence its impact is difficult to predict.

③ Competition: - competition is beneficial to customers but suicidal for companies operating on thin margins. Such companies have to reduce their workforce. On the other hand companies that are doing well and progressing smoothly will always look for people with critical skills.

④ Work force factors: - demand is modified by retirements, terminations, resignations, death etc.

Demand Forecasting techniques: - ① Expert forecasts: - In this method managers estimate future requirements, their experiences and judgements to good effect.

② Trend analysis: - It can be estimated through projecting past trends. past rates of change can be projected into the future & employment growth can be estimated by its relationship with a particular index. Other methods like regression, optimisation models etc are also used to forecast demand.

II Supply Forecasting: (Preparing Manpower Inventory)

The basic purpose of preparing manpower inventory is to find out the size and quality of people available within the organisations to take up various positions.

Every orgn will have two major sources of supply of manpower

Internal Sources: - A profile of employees in terms of age, sex, education, training, experience, etc should be kept ready for use whenever required.

External Sources: - when it is not possible to find internal sources to fill the vacancies, it has to look into outside sources, like employment exchanges, college campus etc.

III

Determining Manpower gaps: - The existing no of personnel and their skills are compared with the forecasted manpower needs, to determine the quantitative and qualitative gaps in the workforce. A reconciliation of demand and supply forecasts will give us the no of people to be recruited or made redundant as the case may be.

IV

Formulating Manpower Plans: - Manpower needs change along with the change in environment. Change in product mix, union agreements, technology, competitive conditions etc are some of the imp factors that need special attention in formulating a plan. At this stage the human resource requirement based on Demand supply forecast will be translated into a concrete manpower plan, backed up by detailed policies, programmes and strategies.

Problems in HR Planning:- ① projecting manpower needs over a period of time is a risky one.

- ② It is not possible to track current and future trends correctly and convert the same into meaningful action guideline.
- ③ Factors like absenteeism, labour turnover, technological changes, competition etc make the task more difficult.
- ④ HR planning focus on the quantitative aspects. The quality side of the coin may be neglected.
- ⑤ Under cost reduction programme mgt. may weed out unwanted labour, but it results in increased workload to existing staff.
- ⑥ Top mgt. support may not be available to the manpower planning efforts.

Recruitment

Recruitment is a process of joining together ~~the~~ the job seekers and job providers. It is a positive action. It encourages the people to apply for the post. whereas selection is a negative approach. only suitable candidates will be selected from a pool of applicants and others will be rejected.

To be cost effective, the recruitment process should attract qualified applicants and provide enough information to the candidates.

(P.T.O)

31

All positive features and benefits offered by an organisation attracts the applicants. Three inducements need special mention here.

(a) Compensation: - Starting Salaries, increments, incentives etc must be mentioned clearly.

(b) Career opportunities: - The feeling that the company takes care of employee career aspirations serves as a powerful inducement to potential employees.

(c) Reputation: - eg: 's treatment of employees reflects its image and reputation. Poor wage firms can not attract the skilled people.

Objectives: - The objectives of recruitment are:

① To attract people with multi-dimensional skills and experiences that suit the present and future eg: / strategies.

② To infuse fresh blood at all levels of the organisation

③ To induct outsiders with a new perspective to lead the company.

④ To devise methodologies for assessing psychological traits -

⑤ To search for talent globally and not just within the co:

⑥ To design entry pay that competes on quality not on quantum. etc.

Factors affecting recruitment policy: -

① If the company has poor image in the market, many
(P.T.O)

32

of the prospective candidates may not even apply for vacancies advertised by the firm.

- ② If the job is not attractive qualified people may not even apply.
- ③ Any job that is viewed as boring, hazardous, anxiety, low paying or lacking in promotion potential seldom will attract a qualified applicant.
- ④ Govt: policies often come in the way of recruiting people as per the rules of the company & for ex: reservations to SC, ST, BC, physically handicapped ex-servicemen etc. have to be observed as per constitutional provisions while filling up vacancies in govt. or quasi-Govt: org: local-bodies etc.
- ⑤ If the company is in poor financial position it also affects the recruitment-policy of the co: & it can not attract efficient people.

Sources of Recruitment:-

I Internal Sources:- persons who are already working in an organisation constitute the internal sources. Retired employees, dependents of deceased employees etc. constitute the internal sources.

Merits:- ① Recruiting candidates from internal sources is a cost effective method. No advertising is required.

- ② The org:n can pick up the right - candidates with right skills
- ③ This method leads to high employee satisfaction

Demerits:- ① org:n is forced to select candidates from a limited pool.

(P.T.O)

- ② It discourages the people from outside though they are talented.
- ③ It leads to infighting among employees aspiring for higher positions.

II External Sources: - External Sources constitute ① employees working in other organisations, ② employment exchanges, ③ students from reputed colleges, ④ candidates responding to the ads etc.

Merits: - ① The org. will have the wide choice of candidates. ② people with special skills and knowledge can be injected into the org. ③ Competitive atmosphere would help an employee to give out their best and earn more.

Demerits: - ① It is a time consuming and costly method. ② It demotivates the existing employees who already put in some service. ③ No guarantee that the org. will get the talented persons.

Methods of Recruitment: -

I Internal Methods: - ^{② Promotions & Transfers} This is a method of filling vacancies from within through transfers & promotions. A transfer is a lateral movement within the same grade from one job to another job. It leads to changes in duties and responsibilities, working conditions etc. but not necessarily salary.

Promotions on the hand, involves movement of employee from a lower level position to a higher level position accompanied by changes in duties, responsibilities etc.

(B) Job posting:- on this method the organisation publishes job openings on bulletin boards, electronic media etc. This method offers a chance to highly qualified applicants working within the company to look for growth opportunities within the Co: without- looking for greener pastures outside.

(C) Employee Referrals:- it is a recommendation from a current-employee regarding a job applicant. It became a popular method in Software Companies. After screening and examining process is over - job offers will be extended to the suggested candidates.

II Direct Methods:- (a) Campus Recruitment:- it is a method of recruiting by visiting college campuses and their placement centres. Here the recruiters visit reputed educational institutions such as IITs & IIMs colleges, universities with a view to pick up job aspirants having required skills. A preliminary screening is done within the campus and the shortlisted students are then subjected to the remainder selection process. The main drawback of campus recruitments is, hiring people with little or no experience. They have to be given training which is a costly process.

III Indirect Methods:- Advertisements:- These include advertisements in newspapers, trade, professional and technical journals, radio & television etc. The ads generally give a brief outline of the job requirements (P.D.O)

35

Compensation packages, prospects in the organisation etc. This method is appropriate when (a) the organisation intends to reach a large target group (b) it needs talented group who are geographically spread out.

IV

Third party Methods: - (a) employment Exchanges -

As a statutory requirement, Cos are also expected to notify their vacancies through the respective employment exchanges, created all over India for helping unemployed youth. All employers are supposed to notify vacancies from time to time - with certain exemptions - to the prescribed employment exchange before they are filled.

(b) employment Search firms: - It is a private employment agency that maintains computerised lists of qualified applicants and supplies to employers for a fee. E.g. - ABC Consultants, Anderson, ~~etc~~ Fergusson etc are specialised consultants especially for top and middle level executives.

(c) Gate hiring and Contractors: - Gate hiring, where job seekers, generally blue collar employees, present themselves at the factory gate and offer their services on a daily basis.

(d) Walk-ins: - Companies generally receive unsolicited applications from job seekers at various points of time. Such applications are kept in data bank, and when need comes ~~it~~ it will be intimated to applicants to apply ~~in~~ through formal channel.

(P.T.O)