

Human Resource Management UNIT-I INTRODUCTION

- ❖ Concepts
- ❖ Significance
- ❖ Objectives
- ❖ Scope
- ❖ Functions
- ❖ Changing role of HR manager

Continuation

- ❖ HRM Policies
 - ❖ Impact of Environment on HRM
 - ❖ HRD : Concepts, Scope, Objectives
 - ❖ Brief Introduction Of Techniques of HRD
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What is

- Human Resource
- Management
- Human Resource management

□ A human resource is one person within a company's overall workforce, with each person lending their skills and talents to the organization to help it succeed. Any person willing to trade their labor, knowledge, or time for compensation in an effort to improve the organization is a human resource. It doesn't matter if they're part-time, full-time .

□ **According to Leon C.Megginson,**

The term human resources can be thought of as the total knowledge , skills, creative abilities, talents, competencies and aptitudes of an Organisation's work force , as well as the value , attitudes, commitments, and beliefs of the individuals involved.

Management has been defined by **Mary Parker Follett** as , “the art of getting things done through people.”

According to Michael J. Jucius defined

Human Resource Management as “the field of management which has to do with planning, organising, directing and controlling the functions of procuring, developing, maintaining and utilising a labour force.

Human Resource in an organisation mean technical skills and soft skills of economic, social, physiological, and psychological and spiritual beings.

Economic : People are economic beings as they need money in exchange of their resources.

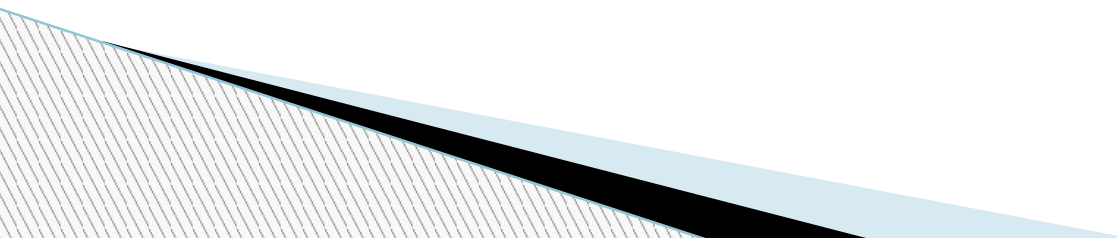
Social: People prefer to work in groups and teams. They expect their social needs to be met at work place.

physiological : people need to maintain their health and expect the basic needs.

psychological : people expect their psychological needs like recognition , achievement and a challenging job.

spiritual: people are spiritual beings as they normally prefer to do good for others and society at large.

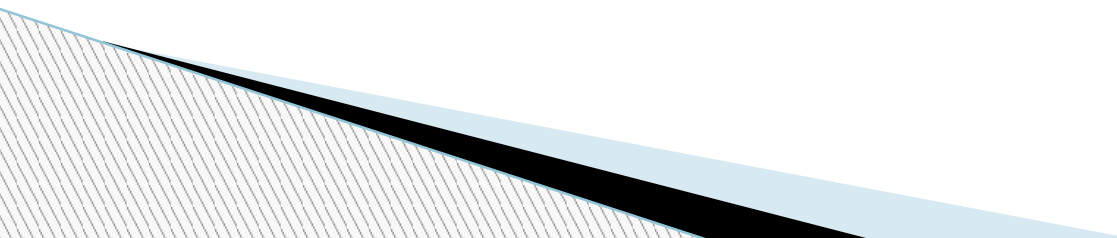
SIGNIFICANCE OF HRM

- Human resources in the Nation's well-being
 - Man vis-à-vis Machine
 - HRM and General Management
 - Human Resource System is a Central Sub-System
 - Human Resource accounting
 - Human Resource and Market economy
 - Knowledge and Competitive Advantage
 - Products and Human Resources
 - Production and Human Resources
 - Marketing and Human Resources
 - HR: As distinctive competitive advantage
 - Organisational Structure and Human resources
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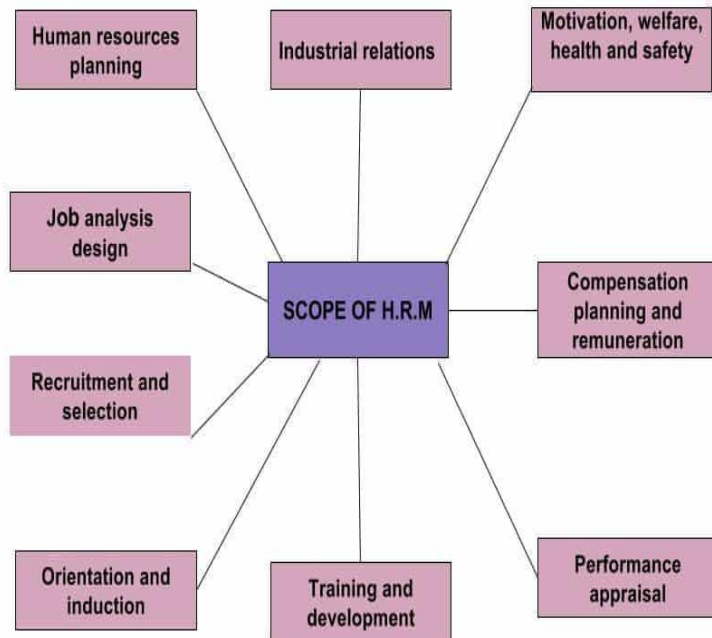
OBJECTIVES OF HRM

Objectives are pre-determined goals to which individual or group activity in an organisation is directed . Objectives of human resource management are influenced by organisational objectives and individual and social goals.

Objectives of HRM may be as follows:

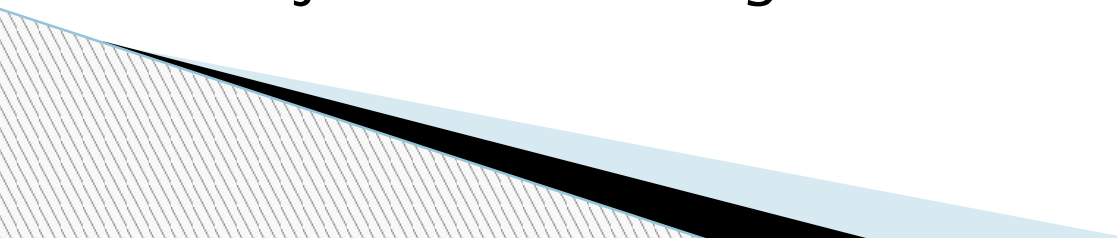
- ❑ To create and utilise an able and motivated workforce,
 - ❑ To establish and maintain sound organisation structure
 - ❑ To secure the integration of individual and groups with in the organisation
 - ❑ To create facilities and opportunities for individual or group development
 - ❑ To attain an effective utilisation of human resources in the achievement of organisational goals
 - ❑ To identify and satisfy individual and group needs by adequate and equitable wages.
 - ❑ To maintain high employee morale and sound human relations
 - ❑ To strengthen and appreciate the human assets
 - ❑ To provide an opportunity for expression and voice in management
 - ❑ To provide fair , acceptable and efficient leadership
 - ❑ To create a favourable atmosphere for maintaining stability of employment.
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SCOPE OF HRM



Scope:

The scope of HRM is, indeed, very vast and wide. It includes all activities starting from manpower planning till employee leaves the organisation. Accordingly, the scope of HRM consists of acquisition, development, maintenance/retention, and control of human resources in the organisation .

- It has, therefore, been rightly observed by Peter Drucker that “Management is a multipurpose on which has three jobs, two of which are directly related to personnel- Managing a business, managing managers, and managing workers and the work”.
 - They not only help in determining the rules of the organization but also play a powerful role in interpreting and applying the rules of the system itself. They are expected to enjoy the confidence of both management and employees, which is crucial for effective and efficient operations of the business organization.
 - The focus of HRM is on people at work. It is indeed a wide area and covers a broad spectrum of activities. A manager, whether he is in charge of production or a marketing function deals with human beings and gets his job done through and with people.
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□ **1. Human Resource Planning (HRP):**

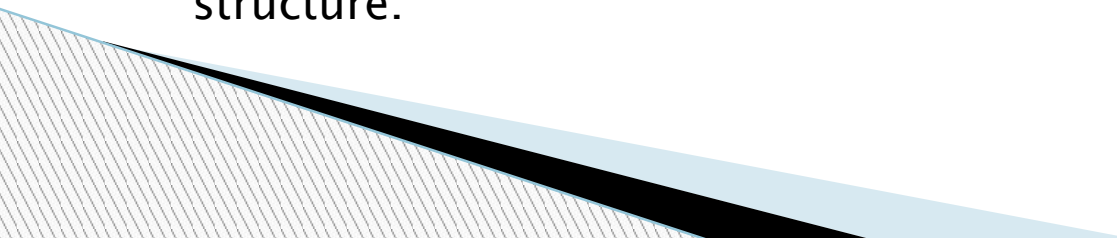
It is the first step of human resource management. HRP is a process through which the company makes an assessment of the present manpower-the number of people employed, number of post vacant, whether there is excess or shortage of staff and prepares plans and policies to deal with them accordingly. It also estimates the future manpower requirement. It matches the supply and availability of manpower with the company's purpose and makes the best person available for the job.

□ **Job Analysis:**

An important task of HRM is job analysis. It provides the basis for recruitment, training and development of staff. Every job is analysed to identify the inherent requirement of the job - "what the job demands of a worker". Job analysis provides a detailed picture of the nature of job, the skill and abilities required to perform the job, the duties and responsibilities of the worker required for the job.

□ **3. Job Evaluation:**

It forms the basis of wage and salary determination. Different jobs are compared and evaluated to determine the relative importance of different jobs within the organization. The jobs are compared, graded and ranked. Job evaluation determines how much pay to be affixed to the particular job on the basis of their importance in the organisation functioning. This helps to determine a fair wage and salary and to determine a rational pay structure.



▣ **4. Recruitment and Selection:**

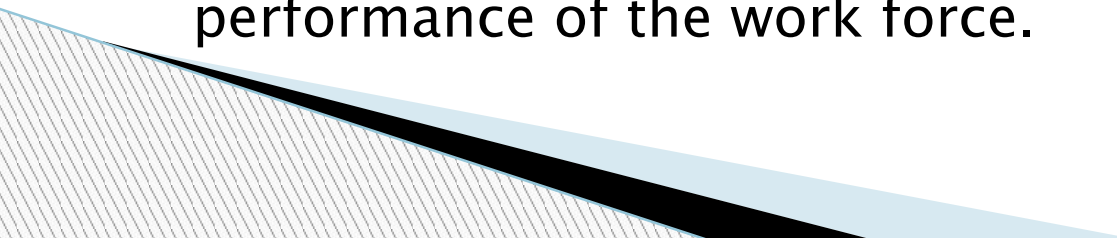
The company on the basis of human resource planning and job analysis identifies the requirement of personnel and explores different internal and external sources from where manpower can be acquired. This process is called recruitment. The right person is selected and put to work.

▣ **5. Performance Appraisal:**

It is a systematic method of evaluating the performance of employees. This helps to assess the efficiency, strength and weakness of the employees. It is a controlling process whereby the employees' performance is matched with the standard level of performance and remedial measures taken in case actual performance does not meet the standard.

▣ **6. Training and Development:**

Human resource management is concerned with arrangement of training and development programme for the newly appointed staff as well as for existing employees. This helps to enhance the qualitative and quantitative performance of the work force.



▣ **7. Employee Compensation:**

Human resource management performs the function of determining the pay structure for different employees on the basis of qualification, efficiency, experience, nature of the job. It also determines rewards and incentives to be paid for their contribution towards the organisation.

▣ **8. Employee Motivation:**

Motivation of employees is essential for retention and sustenance of employees within the organisation. Motivation plays an important role in management of personnel. It helps to improve productivity of personnel. There are different ways by which employees may be encouraged. Recognition and reward for performance, promotion, pay-hike, and other monetary and non-monetary rewards motivate the employees.

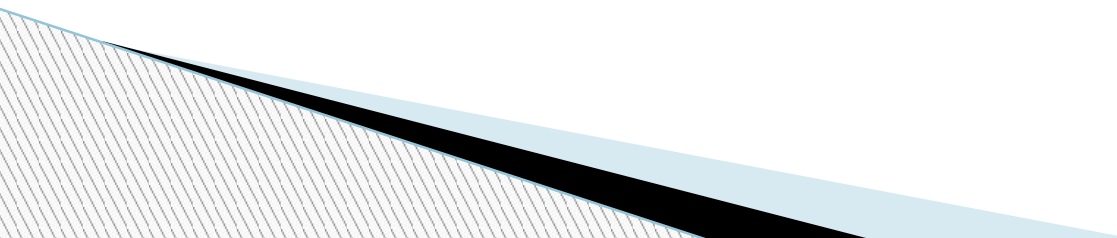
▣ **9. Employee Welfare:**

Human resource management focuses on the welfare of employees by providing canteen facilities, creches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, medical care, sickness benefits, recreation facilities.

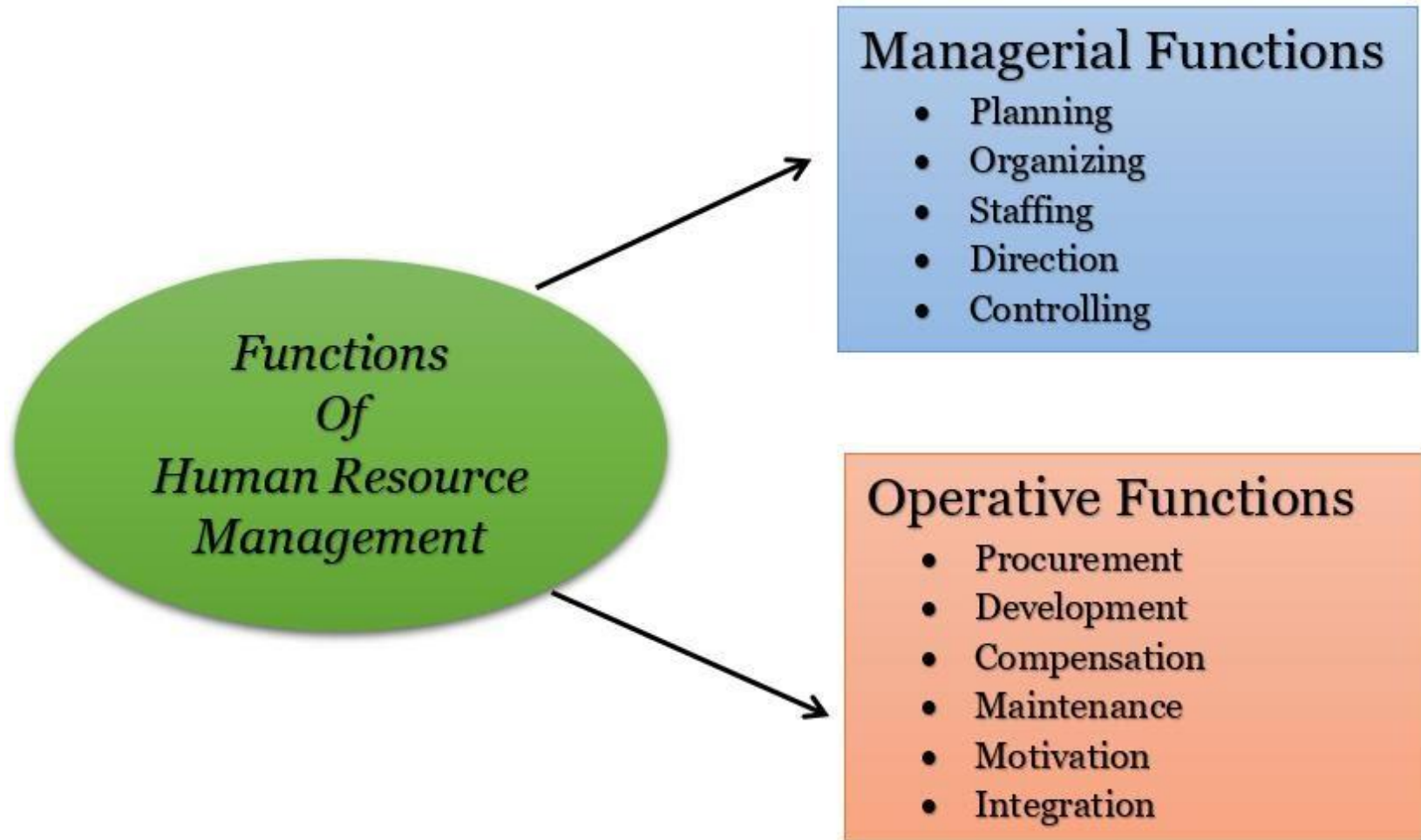


▣ **10. Industrial Relation:**

Labour unrest, conflicts between the work groups and between workers and management over issues like low wage, bad work environment are common problems that must be handled carefully by establishing a balance between the worker's interest and interest of the organisation and management. Human resource management considers establishment and maintenance of harmonious and cordial relation between employer and employees.

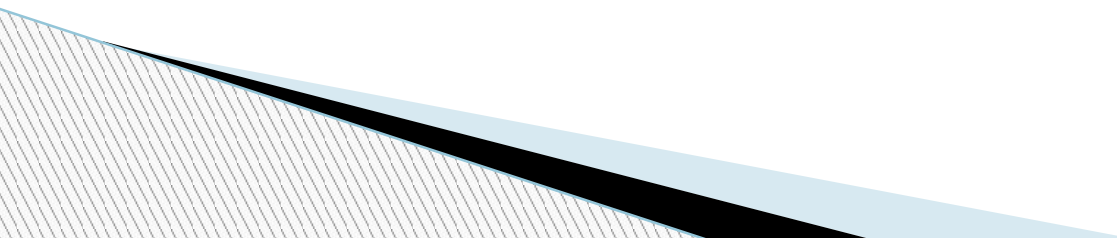


Functions Of HRM

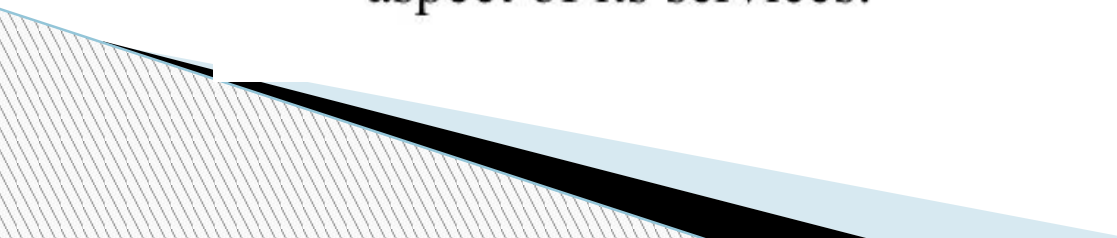


The Changing Role of HR Manager

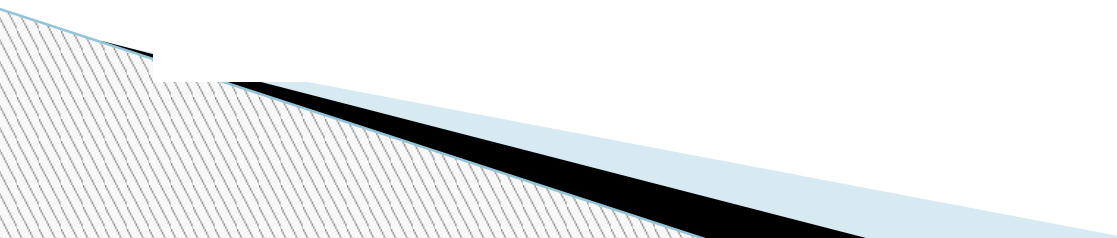
The changing role of HR manager in organization:-

- As an information source.
 - As a specialist.
 - Service provision.
 - Strategist role.
 - Change agent role.
 - As a controller
 - As a fire –fighter.
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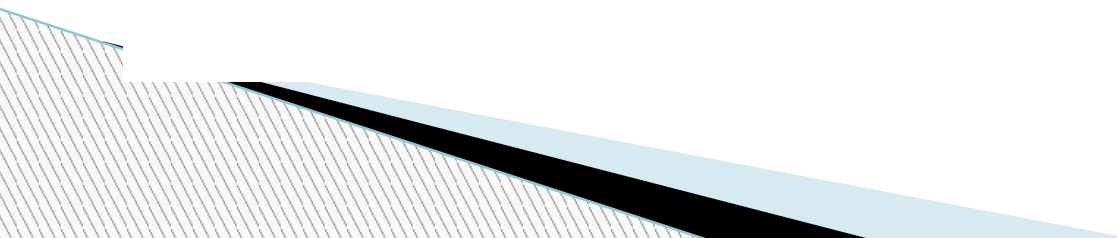
Strategist role

- ❖ HR assumes a more strategic role.
 - ❖ It contributes towards the planning, formulation and accomplishment of organisation objectives.
 - ❖ It then creates its own objectives in line with the overall business objectives, thereby impacting every aspect of its services.
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As a specialist

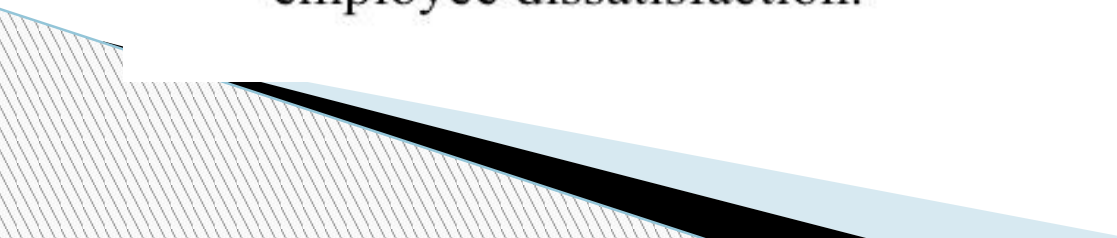
- synonyms of this knowledge
 - change and consequently unpredictability.
 - HR plays a key and pivotal role in identifying the capability gaps that consequently arise.
 - capability gap- difference between the ability of existing systems to meet operational requirements and of what's expected of it. It's the lack of knowledge, skills and abilities in the current system to meet set organisational/individual goals or expected capability.
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Change agent role

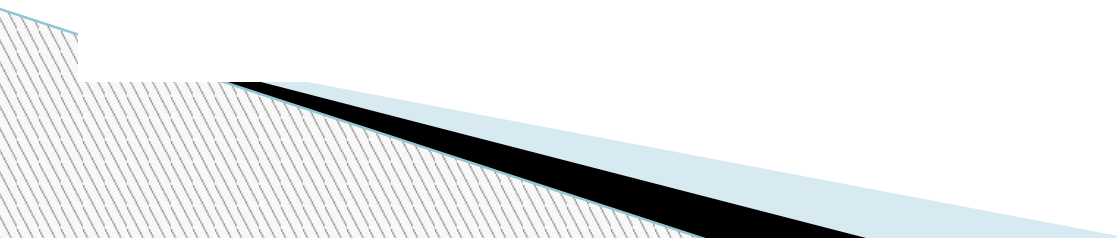
- Identifies these gaps and works closely with the management
 - fill these gaps by obtaining the appropriate resources, training available resources and through other means.
 - Successful organisations are those that are flexible and are quick to adapt.
 - HR team plays a crucial role in this process of adapting.
 - It's the responsibility of the HR to champion change in the organisation, as and when required.
 - To bring about the changes with the least amount of employee dissatisfaction.
- 

Now, although some of these duties have always been performed by the HR department, it's in the increasingly consultative & strategic partnership role that find the new and changing role of the HR.

Internal consultancy role

- ❖ The HR advocates the objectives of one group to the other.
 - ❖ The professional creates development and growth opportunities, benefit plans, assistance programs etc for the benefit of the employee.
 - ❖ He/she is also expected to develop strong employee relations, to not just spot problems early, but also to work collectively and solve them.
 - ❖ Responsibility of the HR to champion change in the organisation, as and when required.
 - ❖ HR to bring about the changes with the least amount of employee dissatisfaction.
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As a house keeper

- As a link between the employee and the employer,
 - HR manager, plays a key role in advocating cordial relations between the two.
 - Professional required to have a deep understanding of people and of their roles, so as to create a work environment that's friendly, motivating and productive.
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HRM POLICIES, PROCEDURES AND PROGRAMMES

- **HRM POLICY:** A policy is a plan of action.

Brewster and Richbell defined HRM policies as, “a set of proposals and action that act as a reference point for managers in their dealings with employees “.

Need for HRM Policies:

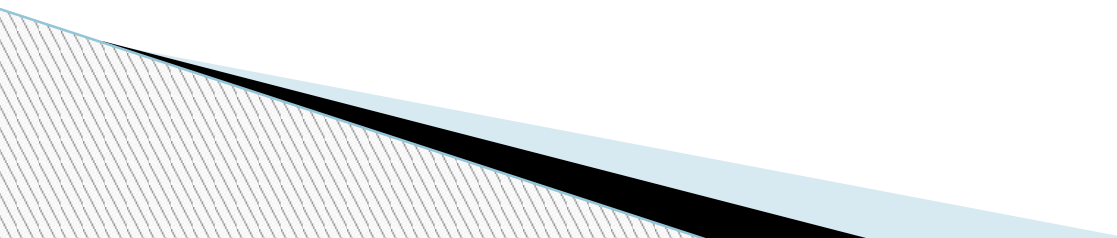
- Consider the favouritism and discrimination in treating the employees
- Minimise the favouritism and discrimination in treating the employees
- Ensure that the action will be continued though the managers in key jobs
- Have standards of performance
- Create and develop employee enthusiasm and loyalty.

□ **HRM PROCEDURE:**

Policies are general instructions where procedures are specific applications. A procedure is a well thought out course of action. It prescribes the specific manner in which a piece of work is to be done. Procedures are called 'action guidelines'. They are derived from policies. Procedures show a sequence of activities with in that area.

□ **HRM PROGRAMM:**


HR programmes are complex sets of goals, policies, procedures, rules, steps to be taken, resources to be employed, and other elements necessary to carry out a given course of action. It can be said that rules and programmes are aids to policy.



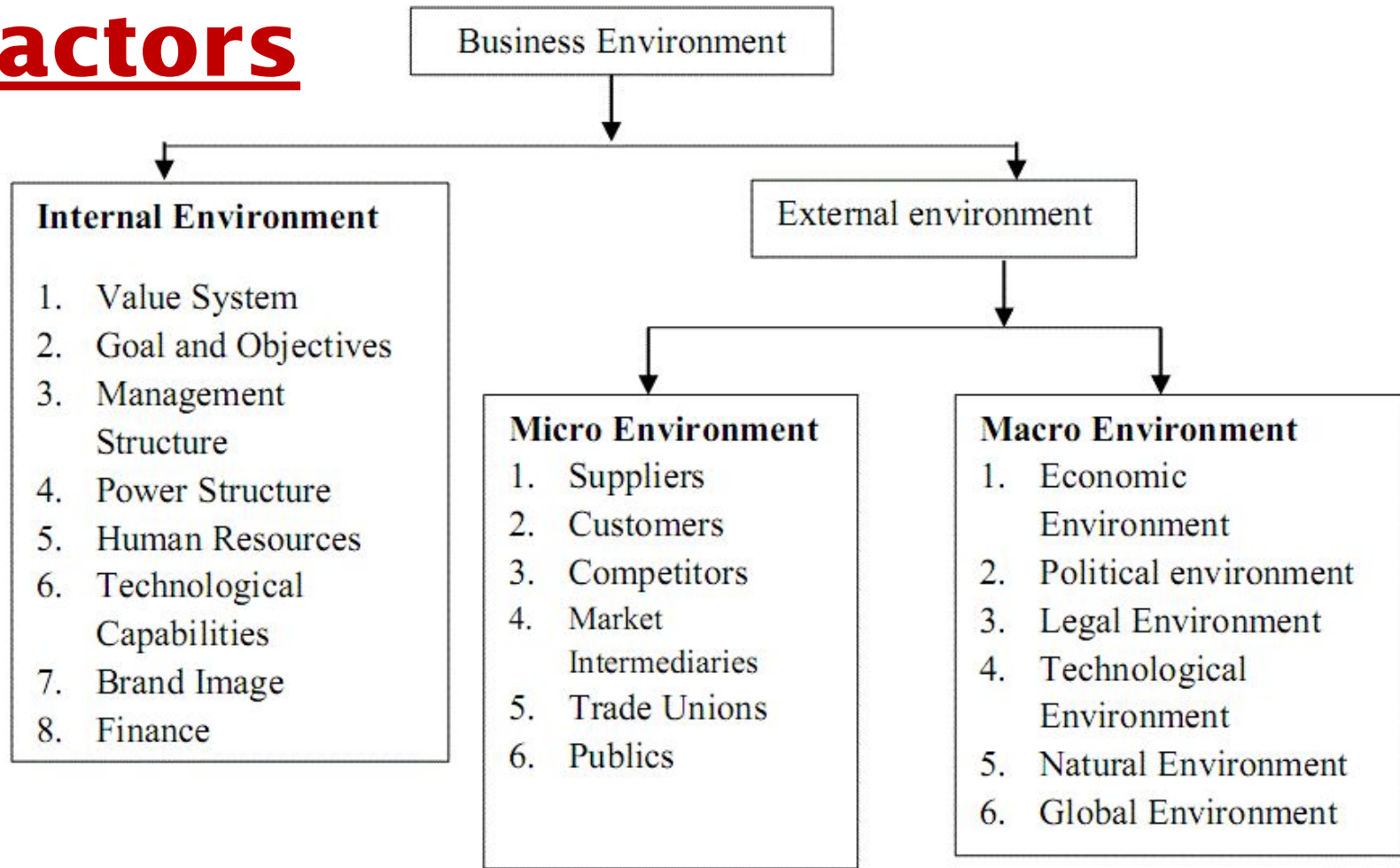
IMPACT OF ENVIRONMENT ON HRM

- Environment means surrounding. Business environment means the factors/activities those surround/encircle the business. In other words, the factors that affect or influence the business.

William F. Glueck defines the term environmental analysis as, "the process by which strategists monitor the economic, government/legal, market/competitive, supplier/technological, geographic and social settings to determine opportunities and threats to their firms".



Business environmental factors boardly divided into External Factors and Internal Factors



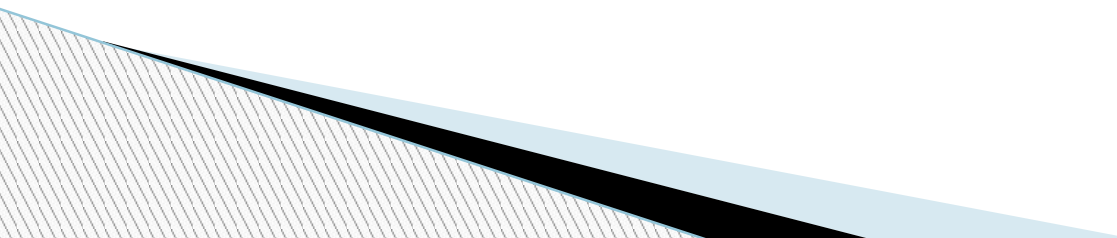
Human Resource Development

- ❑ Concept: “Human Resource Development (HRD) is a **process** of developing skills, competencies, knowledge and attitudes of people in an **organization**.” The people become human resource only when they are competent to perform organizational activities.
- ❑ **According to T.V.Rao**; “HRD in the organizational context is a process in which the employees of an organization are continuously helped in a planned manner to –
 - ❑ 1. Acquire or sharpen their capabilities that are required to perform various functions associated with their present or expected future roles;
 - ❑ 2. Develop their general capabilities as individuals, so as to discover and exploit their inner potentials for their own or organizational development purposes;
 - ❑ 3. Develop organization culture in which superior subordinate relationships, team work and, collaboration among sub-units is strong and contributes to the professional well-being, motivation and productivity of employees.”

SCOPE OF HRD

Human resource management (HRM) deals with procurement, development, compensation, maintenance and utilization of human resources. HRD deals with efficient utilization of human resources and it is a part of HRM.

The scope of HRD includes:

- 1. Recruitment and selection of employees for meeting the present and future requirements of an organization.
 - 2. Performance appraisal of the employees in order to understand their capabilities and improving them through additional training.
 - 3. Offering the employees' performance counselling and performance interviews from the superiors.
 - 4. Career planning and development programmes for the employees.
 - 5. Development of employees through succession planning.
 - 6. Workers' participation and formation of quality circles.
 - 7. Employee learning through group dynamics and empowerment.
 - 8. Learning through job rotation and job enrichment.
 - 9. Learning through social and religious interactions and programmes.
 - 10. Development of employees through managerial and behavioural skills.
- 

OBJECTIVES OF HRD

The objectives of HRD are:

- To prepare the employee to meet the present and changing future job requirements.
- To prevent employee obsolescence.
- To develop creative abilities and talents
- To prepare employees for higher level jobs
- To impart new entrants with basic HRD skills and Knowledge
- To develop the potentialities of people for the next level job.
- To aid total quality management.
- To promote individual and collective morale, a sense of responsibility, co-operative attitudes and good relationships.
- To broaden the minds of senior managers by providing them with opportunities for an interchange of experiences with in and outside.
- To ensure smooth and efficient working of the organisation.
- To provide comprehensive frame work for HRD.
- To enhance organisational capabilities.
- To create a climate that enables every employee to deliver, develop and use his/her capabilities to a fuller extent in order to further both individual and organisational goals.

TECHNIQUES OF HRD

Techniques of HRD are also called HRD methods, HRD instruments, HRD mechanisms, or HRD sub- systems. They include:

- Performance appraisal
- Potential appraisal
- Career planning
- Career development
- Employee training
- Executive development
- Organisation change
- Organisational development
- Social and cultural programmes
- Worker's participation in management
- Quality circles
- Employee counselling
- Team work
- Monetary rewards
- Non-monetary rewards
- Grievance mechanism

Thank you