

Human Resource Management

Unit – 1

Introduction of HRM



Dr. Preeti Garg

Assistant Professor, SBS

Shobhit Institute of Engineering & Technology

(Deemed-to-be-University), Meerut, India

E-mail: preeti.garg@shobhituniversity.ac.in





Training and Development

According to Decenzo and Robbins “HRM is concerned with the people dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives.

Thus, HRM can be defined as a process of procuring, developing and maintaining competent human resources in the organization so that the goals of an organization are achieved in an effective and efficient manner. In short, HRM is an art of managing people at work in such a manner that they give their best to the organization for achieving its set goals.

Role of HR Manager



In modern era ,the personnel manager performs a variety of roles:

- 1. As a counselor:** The personnel manager plays the role of counsellor, to whom the employees go for consultation & with whom they discuss their marital ,health, mental, physical and career problems. When personnel manager listen to their problems & give their advise on theses problems, he work as a counsellor.
- 2. As a mediator:** PM plays a role as a mediator .He settle the disputes that may arise among individuals& groups . He act as a communication link between labor & management.
- 3. As a spokes person:** PM has to take part in different meetings, seminars & conferences as a spokesperson of the enterprise. The personnel manager is a representative of the company because he has a overall picture of the company operations.

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4. **As a staff advisor:** When a personnel manager gives his expert advice on the personal problems of other departments he work as a staff official because his role is limited to give his advice on personal matters of line managers.
5. **As a line official:** When a personal manager performs a function like recruitment , selection, training, wage administration, promotion, transfer etc he work as a line official because he is directly responsible for all these functions.
6. **Act as a problem solver:** He act as a problem solver in respect of issues involving human resource management& overall long range organizational planning.
7. **Conscience Role:** He reminds the management of its moral & ethical obligation towards employees.
8. **As a change agent:** He act as a change agent in respect of introductions & implementation of major institutional changes. He takes initiative for convincing the top management of their need. It is he who alerts the management regarding managerial obsolescence in his obligations.



Besides above there are some other roles of personnel manager such as :

Personnel Role:

- 1. Advisory Role:** Advising management on effective use of human resources so that organizations can achieve their objectives effectively & efficiently.
- 2. Manpower Planning:** Human resource planning is defined as forecasting future manpower requirement analyzing present manpower resources to determine their adequacy both qualitatively & quantitatively and plan necessary programs of recruitment, selection, training, development, motivation & compensation to meet future manpower requirements.
- 3. Training & development of line man:** so that they may improve their knowledge & skills of an employee for performing a particular job.

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Welfare Role:

- Research in personnel & organizational problems
- Managing services: canteens, grain shops, transport, creches etc.
- Group Dynamics: Group Counselling, motivation, leadership & compensation.

Administrative Role:

- Timekeeping
- Salary & wage administration
- Maintenance of records

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Fire Fighting Role:

- Grievance Handling
- Settlement of Disputes
- Handling Disciplinary Actions
- Joint Consultation
- Collective Bargaining

Functions of HRM



The functions of HRM is divided into 2 parts:

1. Managerial function
2. Operative Function

MANAGERIAL FUNCTIONS:

1. Planning: The first & foremost function is planning. It is a process of thinking before doing. Planning take decision in advance what should be done to meet future uncertainties.

Planning is the determination of plans, programs, strategies, policies etc. to accomplish the desired organizational objectives. In fact planning today avoids crisis tomorrow.

“Planning bridges the gap between where we are & where we want to go”.

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- Through planning HR manager control the actions & cope with complex problem which occur in this dynamic environment.
- The 2 most important feature of planning is research & forecasting. These 2 are interrelated. Personnel manager should be able to predict trends in wages in labour market, union demand, change in production, seasonal variations etc. Therefore he has to determine short or long range plan to accomplish organizational goals efficiently & effectively.

2. **Organising:** After setting up goals , the next function is organizing .

It is a process of bringing together human & non human resources(e.g. Men, material, machines & money)

Defining authority-responsibility relationship for achievement of organizational goals & objectives.



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Organizing involves division & subdivision of activities into departments, sections etc accordingly to the ability & taste of employees/workers, so that they perform it effectively & efficiently.

Therefore in order to achieve to achieve organizational objectives “ The right organization structure is the necessary foundation; without it the best performance in all other areas of management will be inefficient & frustrated.

3. Directing: Directing the subordinates is the important function of HR manager. Many managers agree that potentiality of their organization doubled if they discover how to tap the unrealized potential present in their human resource.

Directing is the process of guiding, inspiring, motivating, supervising the subordinates. Directing issue day to day instructions to subordinates so that they achieve their objectives.

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4. Staffing: Right man for right job and right job for right man. It is an important function which include manpower planning, recruitment, selection, training, placement & development of the right man for enterprise.

It is the process of identifying, assessing, selecting, placing, developing & evaluating the personnel for the enterprise. In staffing proper records are prepared for every employees which helps in their promotions & transfers.

5. Controlling: It is the process of verifying that actual performance are in conformity with planned performance, if there is any deviation then corrective actions will be taken. It prevent wastage in resources.

eg: It is decided in organization that 20 units should be produced in 1hour . Actual performance come to 16 units in 1 hour . Manager should analyze the cause of variance and corrective actions will be taken.

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6. **Coordination**: It is an essence of management. It is just like thread in a garland. For performing any function efficiently & effectively coordination is important.

Personnel manager ensure that efforts are not in conflict with each other in manager or to prevent disputes between superior & supervisor coordination must be there.

Coordination is balancing & keeping the team together by suitable allocation of task to the various member & seeing that the task are performed with harmony among memebers

II Operative Functions



Operative functions are also known as service functions of HR manager:

- 1. Procurement Function:** is concerned with obtaining efficient employees of an enterprise to accomplish the organizational goal. Therefore it is concerned with functions like recruitment, selection, placement, wage administration, transfer & promotions etc.
- 2. Development Functions:** It is concerned with personnel development of employees by increasing their skill through training & development. The main aim is the overall growth of the employees. Therefore to increase the knowledge, skill & attitude of employees to do a particular job. ON the job & Off the job training is given.

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3. **Compensation Function:** is concerned with distributing adequate & equitable remuneration to personnel for their contribution to the attainment of organizational objectives. Functions related to wage survey, job classification, job description, job analysis, establishment of wage rates, wage structures, incentive & profit sharing plans etc. fall under this category.

4. **Integration function:** After the employees have been procured, their skills & ability developed & monetary compensation are determined, the most important & difficult function of personnel management is to bring integration of human resource with organization.

Integration is concerned with reasonable reconciliation of individual, societal & environment interest.



- The employees demand with organization like increased wages, safe working conditions, shorter hours of leave, premium pay for overtime etc.
- Whereas organization demands for more productivity, longer working hours etc. Therefore to achieve organizational goals & objectives efficiently & effectively . There should be proper integration of human resource & organization.

5. **Maintenance function:** It deals with improving the working condition of organization. They provide safety & healthy measures which protect the employees from accidents etc. It include proper sanitary facilities, proper ventilation, modern equipment's, proper lightning etc.



Scope of HRM

1. HRM in Personnel Management: This is typically direct manpower management that involves manpower planning, hiring (recruitment and selection), training and development, induction and orientation, transfer, promotion, compensation, layoff and retrenchment, employee productivity. The overall objective here is to ascertain individual growth, development and effectiveness which indirectly contribute to organizational development.

- It also includes performance appraisal, developing new skills, disbursement of wages, incentives, allowances, traveling policies and procedures and other related courses of actions.

2. HRM in Employee Welfare: This particular aspect of HRM deals with working conditions and amenities at workplace. This includes a wide array of responsibilities and services such as safety services, health services, welfare funds, social security and medical services. It also covers appointment of safety officers, making the environment worth working, eliminating workplace hazards, support by top management, job safety, safeguarding machinery, cleanliness, proper ventilation and lighting, sanitation, medical care, sickness benefits, employment injury benefits, personal injury benefits, maternity benefits, unemployment benefits and family benefits.



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- It also relates to supervision, employee counseling, establishing harmonious relationships with employees, education and training. Employee welfare is about determining employees' real needs and fulfilling them with active participation of both management and employees. In addition to this, it also takes care of canteen facilities, crèches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

3. HRM in Industrial Relations: Since it is a highly sensitive area, it needs careful interactions with labor or employee unions, addressing their grievances and settling the disputes effectively in order to maintain peace and harmony in the organization. It is the art and science of understanding the employment (union-management) relations, joint consultation, disciplinary procedures, solving problems with mutual efforts, understanding human behavior and maintaining work relations, collective bargaining and settlement of disputes.

The main aim is to safeguarding the interest of employees by securing the highest level of understanding to the extent that does not leave a negative impact on organization. It is about establishing, growing and promoting industrial democracy to safeguard the interests of both employees and management.