

1. Introduction to HRM:-

process of
management:- achieve goals by utilizing resources.

Resources — material
 Human

* As a manager;

1. plan
2. organize (co-ordinate)
3. staffing
4. lead (direct)
5. control (monitor)

*

Skills:

Technical Skills

- core skills for a function.
- Junior level

Interpersonal Skills

- understand & relate people
- middle level of management

Conceptual Skills

- analyze, diagnose & take decision.
- top management

* SMART goals of an organisation:-

Specific

Measurable

Attainable

Realistic (relevant)

Timely

2. HRM intro: (again!)

→ functions:-

- Identify talent.
- Attract talent.
- Screen people
- orientation
- Answering queries on benefits
- reward management
- company policies
- Advice to line managers.
- Apply technology for effective HR

→ Core of HRM

3P's

People

Process

Performance

→ Core functions of HRM:-

*

Staffing

- Strategic HR planning
- Recruitment (initial round)
- Selection (final round)

Motivating

- Job design (enhancement | enrichment)
- Performance Appraisal
- reward management
- Leading team.

Maintaining

- Safety, health, welfare
- maintain policies
- employee-management relationship.

training & development

- orientation
- on the job training.
- Career development

*

Line manager:

- * directs work of subordinates & responsible for accomplishing firm's objectives.

Staff manager:

- * Assists and directs line manager.

HR manager has traits of both.

Heart of HRM.

→ Why HRM today:

- hiring wrong person for the job is costly.
- may experience high turnover.
- People need motivation to do their best.
- Dealing with unfair in organisation.
- unfair labour practises / court cases.

→ Contemporary challenges

- Global market & knowledge economy
- value of talent
- value of customer
- E-commerce / business scale.
- Diversity
- Ethics & social responsibility.
- changing values & mindset of people.

→ Why HR doesn't get respect?

- Approach / concern / attitude towards people.
- minimum gap between preaching and doing.

→ Creating High performing Organization through HR :-

- Generate more job applicants
- identify effective candidates.
- Provide better training.
- Link pay, more explicitly to performance.
- provide safer work environment.
- Higher percentage of employees receiving performance appraisals

3. Human Resource Planning

→ Global trends on people working:-

- > average age increasing
- > contractual workforce
- > some occupations need more workforce
- > High tech jobs opening
- > new ventures
- > entrepreneurship as a profession.

* HRP: is process of anticipating & making plans for movement of people in or out.

* also forecasts HR requirements
↳ Seasonal etc.

* gap b/w demand, supply.

* Salary is huge cost for company. HRP is imp

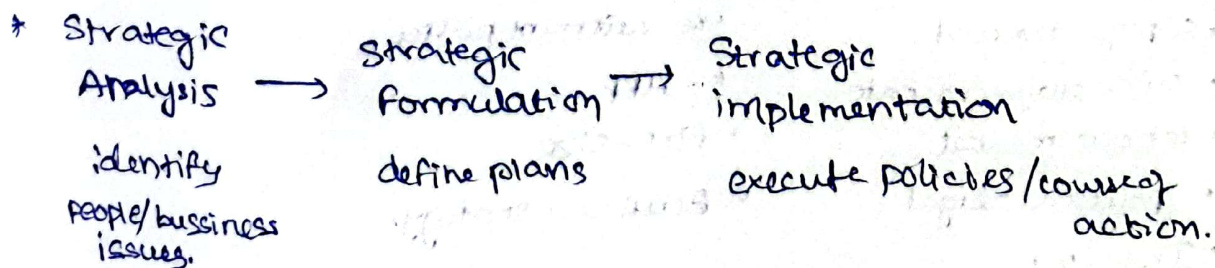
* Demand analysis tech.

- business activities
- workload
- Productivity
- Trend
- Training

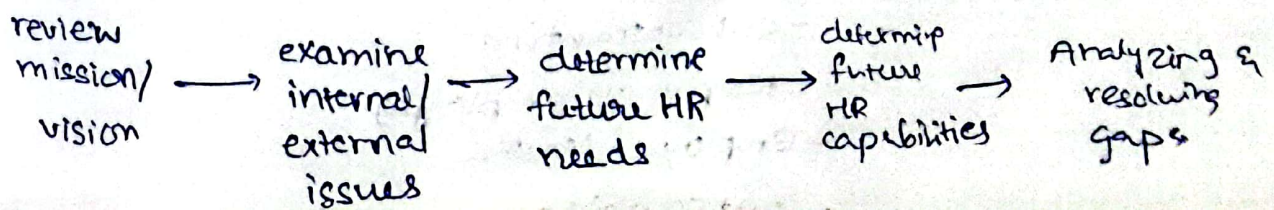
Supply analysis techniques

- staffing tables
- skills inventories
- replacement charts

Succession planning



5 step model:



4/5: Recruitment & Selection:

* Recruitment: identifying potential applicants for job openings

- Firm has to consider
 - economical
 - Social
 - technological
 - political &
 - legal environment

→ issues in recruiting:

- planning / forecasting.
- techniques of demand, supply
- knowledge of law.
- campus recruitments.
- Job fair
- on-site visits / referrals / walk-ins
- Internet recruitment, tracking application.
- outsourcing

* Selection: process of taking individuals to perform job.

First recruitment, then selection.

→ Factors influencing recruitment:-

external

- supply-demand
- unemployment rate
- labour market
- political-legal
- Industry

internal

- recruitment policy
- HRP
- firm-size
- Business strategy.

* Alternatives - overtime
- subcontracting
- temporary employees
- employee leasing
- outsourcing

Interview:

- plan the interview
- establish a relation
- encourage the candidate to talk
- Cover the ground as planned
- Probe when necessary
- Analyse career, interests to reveal strengths, weaknesses, patterns.
- Keep check on direction, time of interview.

contemporary issues with recruitment & selection

- misleading job ads
- overcoming discrimination
- maintaining confidentiality
- standardise evaluation criterion
- Altering job description
- Digitization of recruitment
 - presenting "expired offer".