

Line or Staff

Line manager: A manager who is authorized to direct the work of subordinates and responsible for accomplishing the organization's goals.

Staff manager: A manager who assists and advises line managers. HR managers are generally staff managers.

Assignment-1

- “human resources management is a line manager’s responsibility but a staff function.” Why?
- Human Resources Management is a Line Responsibility
- Human Resources Management is a Staff Function

Functions of HRM

```
graph TD; A[Functions of HRM] --> B[Managerial Functions]; A --> C[Operative Functions]
```

Managerial
Functions

Operative
Functions

Planning

- It involves planning of human resources, requirements, recruitment, selection, training etc.
- It also involves forecasting of personnel needs, changing values, attitudes and behaviour of employees and their impact on the organisation.

Organising

- “structure and a process by which a co-operative group of human beings allocates its task among its members, identifies relationships and integrates its activities towards a common objective.”

Directing(Includes Co-ordinating)

- The willing and effective co-operation of employees for the attainment of organisational goals is possible through proper direction. Tapping the maximum potentialities of the people is possible through motivation and command.

Controlling

- Controlling involves checking, verifying and comparing of the actual with the plans, identification of deviations if any and correcting of identified deviations.

Importance of HRM

1. Attract & retain talent
2. Train people for challenging roles
3. Develop skills & competencies
4. Promote team spirit
5. Develop loyalty & commitment
6. Increase productivity & profits
7. Improve job satisfaction
8. Enhance standard of living
9. Generate employment opportunity
10. Greater trust & respect

Operative Functions of HRM

```
graph TD; A[Operative Functions of HRM] --> B[Procurement]; A --> C[Development]; A --> D[Compensation]; A --> E[Maintenance and Motivation]; A --> F[Integration];
```

Procurement

- Job analysis and design
- Human resource planning
- Recruitment
- Selection
- Placement
- Orientation
- Socialization

Development

- Career planning and development
- Workers' training
- Executive development
- Organizational development

Compensation

- Job evaluation
- Performance evaluation
- Wages administration
- Incentives and benefits

Maintenance and Motivation

- Employee well-being
- Social security
- Workers' participation
- Motivation
- Job rotation
- HR records, research, and audit
- HR information system

Integration

- Industrial relations
- Discipline
- Grievance redressal
- Dispute settlement
- Collective bargaining

Procurement/Employment

- Employment: It is the first operative function of Human Resources Management (HRM).
- Employment is concerned with securing and employing the people possessing the required kind and level of human resources necessary to achieve the organisational objectives.
- It covers functions such as job analysis, human resources planning, recruitment, selection, placement, induction.

Job Analysis:

- It is the process of study and collection of information relating to the operations and responsibilities of a specific job. It includes:
- Collection of data, information, facts and ideas relating to various aspects of jobs including men, machines and materials.
- Preparation of job description, job specifications, job requirements and employee specifications which will help in identifying the nature, levels and quantum of human resources.
- Providing the guides, plans and basis for job design and for all operative functions of HRM.

Job Analysis

- Job analysis is a systematic investigation of the tasks, duties and responsibilities necessary to do a job.
- Job analysis is the process of collecting job related information.



Process of Job analysis



Outcomes of Job Analysis

- The information obtained from job analysis is classified into three categories.
 - ▮ Job description
 - ▮ Job specification
 - ▮ Job evaluation



Example of Job Description

JOB TITLE: _____

CODE: _____

REPORTS TO: _____

SUPERVISES: _____

AS ON DATE : _____

FUNCTIONS:

DUTIES AND RESPONSIBILITIES:

JOB CHARACTERISTICS:

OCCUPATIONAL

JOB NO. :

GRADE LEVEL:

Job specification

- Minimum acceptable qualifications
- Skills
- Knowledge
- Abilities

Example of Job Specification

JOB TITLE: _____

EDUCATION: _____

PHYSICAL HEALTH

APPEARANCE:

MENTAL ABILITIES:

SPECIAL ABILITIES:

PREVIOUS WORK EXPERIENCE:

Job Evaluation



- Job evaluation provides the relative value of each job in the organization. It is an important tool to determine compensation administration.
- If an organization is to have an equitable compensation program, jobs that have similar demands on terms of skills, education and other characteristics should be placed in the common compensation groups.

JOB DESIGN OPTIONS

Job Design motivates the employees for higher efficiency, productivity and generates job satisfaction than the one designed on the basis of traditional engineering system.

Job design includes

- ✓ Job Rotation
- ✓ Job Enlargement
- ✓ Job Enrichment

Job Rotation

Job Rotation is a management approach where employees are shifted between two or more assignments or jobs at regular intervals of time in order to expose them to all verticals of an organization.

Job Enlargement

Job enlargement means increasing the scope of a job through extending the range of its job duties and responsibilities generally within the same level.

Job Enrichment

Job enrichment is an attempt to motivate employees by giving them the opportunity to use the range of their abilities.

2. Job Rotation



Job Rotation means moving employees from job to job to give them greater variety of task so that to help preventing Boredom.

3. Job Enlargement



Job Enlargement is an expansion of the number of different task performed by an employee. Fewer worker are needed with the new technology, and each employee has to be able to perform a greater number and variety of task.

4. Job Enrichment



More advanced technology tends to cause Job Enrichment meaning that the job provides greater responsibility, recognition and opportunities for growth and development.

Human Resources Planning:

- It is a process for determination and assuring that the organisation will have an adequate number of qualified persons, available at proper times, performing jobs which would meet the needs of the organisation and which would provide satisfaction for the individuals involved.
- Estimation of present and future requirements and supply of human resources based on objectives and long range plans of the organisation.
- Calculation of net human resources requirements based on present inventory of human resources.
- Taking steps to mould, change and develop the strength of existing employees in the organisation so as to meet the future human resources requirements.
- Preparation of action programmes to get the rest of human resources from outside the organisation and to develop the human resources in terms of existing employees

Recruitment

- It is the **process of searching for prospective employees and stimulating them to apply for jobs in an organisation.**
It deals with:
- Identification of existing sources of applicants and developing them.
- Creation/identification of new sources of applicants.
- Stimulating the candidates to apply for jobs in the organisation.
- **Striking a balance between internal and external sources.**

Selection

- It is the process of ascertaining the qualifications, experiences, skills, knowledge etc., of an applicant with a view to appraising his/her suitability to a job. This function includes:
- Framing and developing application blanks.
- Creating and developing valid and reliable testing techniques.
- Formulating interviewing techniques.
- Checking of references.
- Setting up a medical examination policy and procedure.
- Line manager's decision.
- Sending letters of appointment and rejection.
- Employing the selected candidates who report for duty.

Placement

- It is the process of assigning the selected candidate with the most suitable job in terms of job requirements. It is matching of employee specifications with job requirements. This function includes:
- Counselling the functional managers regarding placement.
- Conducting follow-up study, appraising employee performance in order to determine employee adjustment with the job.
- Correcting misplacements, if any

Induction and Orientation

- Induction and orientation are the techniques by which a new employee is rehabilitated in the changed surrounding and introduced to the practices, policies, purposes and people etc., of the organisation.
- Acquaint the employee with the company philosophy, objectives, policies, career planning and development, opportunities, product, market share, social and community standing, company history, culture etc.
- Introduce the employee to the people with whom he has to work such as peers, supervisors and subordinates.
- Mould the employees attitude by orienting him to the new working and social environment.

Human Resource Development

- Human Resources Development: It is the process of improving, moulding and changing the skills, knowledge, creative ability, aptitude, attitude, values, commitment etc., based on present and future job and organisational requirements.

Training:


- It is the process of imparting to the employees technical and operating skills and knowledge.
- ❖ Identification of training needs of the individuals and the company.
- ❖ Developing suitable training programmes.
- ❖ Helping and advising line management in the conduct of training programmes.
- ❖ Imparting of requisite job skills and knowledge to employees.
- ❖ Evaluating the effectiveness of training programmes.

Management Development


- It is the process of designing and conducting suitable executive development programmes so as to **develop the managerial and human relations skill of employees**. It includes:
 - ❖ Identification of the areas in which management development is needed.
 - ❖ Conducting development programmes.
 - ❖ Motivating the executives.
 - ❖ Designing special development programmes for promotions.
 - ❖ Using the services of specialists, and/or utilising of the institutional executive development programmes.
 - ❖ Evaluating the effectiveness of executive development programmes.

Career Planning and Development

- Career Planning and Development: It is the planning of one's career and implementation of career plans by means of education, training, job search and acquisition of work experiences. It includes internal and external mobility.
- Internal Mobility : It includes vertical and horizontal movement of an employee within an organisation.
- It consists of transfer, promotion and demotion.

- 
- Transfer: It is the process of placing employees in the same level jobs where they can be utilised more effectively in consistence with their potentialities and needs of the employees and the organisation. It also deals with:

- ❖ Developing transfer policies and procedures.
- ❖ Guiding employees and line management on transfers.
- ❖ Evaluating the execution of transfer policies and procedures.

- 
- Promotion: It deals with **upward reassignment** given to an employee in the organisation to occupy higher position which commands better status and/or pay keeping in view the human resources of the employees and the job requirements

- 
- Demotion: It deals with **downward reassignment** to an employee in the organisation.

Retention and Retrenchment Management:


- Employers prefer to retain more talented employees while they retrench less talented employees.
- Employers modify existing human resource strategies and craft new strategies in order to pay more salaries, provide more benefits and create high quality of work life to retain the best employees.
- And managements pay less to the less talented employees and plan to retrench the misfits as well as unwanted employees depending upon the negative business trends.


Compensation

- It is the process of providing adequate, equitable and fair remuneration to the employees.
- It includes job evaluation, wage and salary administration, incentives, bonus, fringe benefits, social security measures etc.

Performance Appraisal

- It is the **systematic evaluation of individuals** with respect to their performance on the job and their potential for development. It includes:
 - ❖ Developing policies, procedures and techniques.
 - ❖ Helping the functional managers.
 - ❖ Reviewing of reports and consolidation of reports.
 - ❖ Evaluating the effectiveness of various programmes.

- 
- Job Evaluation : It is the process of determining relative worth of jobs.
 - ❖ Select suitable job evaluation techniques.
 - ❖ Classify jobs into various categories.
 - ❖ Determining relative value of jobs in various categories.

- 
- Wage and Salary Administration : This is the process of developing and operating a suitable wage and Salary programme. It covers:
 - ❖ Conducting wage and salary survey.
 - ❖ Determining wage and salary rates based on various factors.
 - ❖ Administering wage and salary programmes.
 - ❖ Evaluating its effectiveness.

- 
- Incentives: It is the process of formulating, administering and reviewing the schemes of financial incentives in addition to regular payment of wages and salary.

- 
- **Bonus:** It includes payment of statutory bonus according to the Payment of Bonus Act, 1965 and its latest amendments.

Fringe Benefits:


- These are the various benefits at the fringe of the wage. Management provides these
- benefits to motivate the employees and to meet their life's contingencies. These benefits include:
 - ❖ Disablement benefit.
 - ❖ Housing facilities.
 - ❖ Educational facilities to employees and children.
 - ❖ Canteen facilities.
 - ❖ Recreational facilities.
 - ❖ Conveyance facilities.
 - ❖ Credit facilities.
 - ❖ Legal clinics.
 - ❖ Medical, maternity and welfare facilities.
 - ❖ Company stores.

Social Security Measures

- : Managements provide social security to their employees in addition to the fringe benefits. These measures include:
 - ❖ ☐ Workmen's compensation to those workers (or their dependents) who involve in accidents.
 - ❖ ☐ Maternity benefits to women employees.
 - ❖ ☐ Sickness benefits and medical benefits.
 - ❖ ☐ Disablement benefits/allowance.
 - ❖ ☐ Dependent benefits.
 - ❖ ☐ Retirement benefits like provident fund, pension, gratuity etc.


Human Relations


- It is the process of interaction among human beings. Human relations is an area of management in integrating people into work situations in a way that motivates them to work together productively, co-operatively and with economic, psychological and social satisfaction. It includes:
 - ❖ Understanding and applying the models of perception, personality, learning, intra- and inter-personal relations, intra- and inter-group relations.
 - ❖ Motivating the employees.
 - ❖ Boosting employee morale.

- 
- Developing the communication skills.
 - Developing the leadership skills.
 - Redressing employee grievances properly and in time by means of a well formulated grievance procedure.
 - Handling disciplinary cases by means of an established disciplinary procedure.

Counselling the employees in solving their personal, family and work problems and releasing their stress, strain and tensions.

- Providing a comfortable work environment by reducing fatigue, monotony, boredom and industrial accidents.
- Improving quality of work life of employees through participation and other means.

- 
- Industrial Relations: The term ‘industrial relations’ refers to the study of relations among employees , employers, government and trade unions. Industrial relations include:
 - ❖ Indian labour market
 - ❖ Trade unionism
 - ❖ Collective bargaining
 - ❖ Industrial conflicts
 - ❖ Workers’ participation in management and
 - ❖ Quality circles.

- 
- Recent Trends in HRM: Human Resources Management has been advancing at a fast rate. The recent trends in HRM include:
 - Quality of work life
 - Total quality in human resources
 - HR accounting, audit and research and
 - Recent techniques of HRM.