

Human Resource Mgmt & its Core Functs: Managerial & Operative

- Human resource mgmt is concerned with hiring, motivating & maintaining workforce within businesses.
 - Functions of human resource mgmt includes:
- (i) Managerial Functions
- It includes:
- (a) Planning
 - One of the 1^o funct's where the no. & type of employees needed to accomplish organizational goals are determined.
 - Research forms core HRM planning which also helps mgmt to collect, analyze & identify current plus future needs within the organiztn.
 - (b) Organizing
 - It is another important step.
 - Task is allocated to every member as per their skills & activities are integrated towards a common goal.
 - (c) Directing
 - This includes activating employees at different levels & making them contribute maximum towards organizational goal.
 - Tapping max. potentialities of an employee via const motivatn & command is a prime focus.
 - (d) Controlling
 - Post planning, organizing & directing, performance of an employee is checked, verified & compared with goals.
 - If actual performance is found deviated from the plan, control measures are taken.
- (ii) Operative Functions
- It includes:
- (a) Recruitment / Hiring
 - It is a process which brings pool of prospective candidates who can

help organization achieve their goals & allows orgmt to select right candidates from the given pool.

(b) Job Analysis & Design

- Describing nature of job like qualificn, skill, work experience required for specific job positiⁿ is another important operative task.
- Whereas, job design includes outlining tasks, duties & responsibilities into a single work unit to achieve certain goal.

(c) Performance Appraisal

- Checking & analyzing employee performance is another important functⁿ that human resource orgmt has to perform.

(d) Training & Development

- It allows employees to acquire new skills & knowledge to perform their job effectively.
- It also prepares employees for higher level responsibilities.

(e) Salary Administration

- Human resource dept also determines pays for different job types & includes compensations, incentives, bonus, benefits etc. related with a job functⁿ.

(f) Employee Welfare

- It takes care of numerous services, benefits & facilities provided to an employee for their well-being.

(g) Maintenance

- Minimizing employee turnover & sustaining best performing employees within the organization is the key.
- Minimizing ROI with HR dept is also a key goal for human resource orgmt team.

(h) Labor Relations

- Labor relatⁿ is regards to the workforce who work within a trade union.
- Employees in such domain form a union/group to voice their decisions effectively to the higher orgmt.

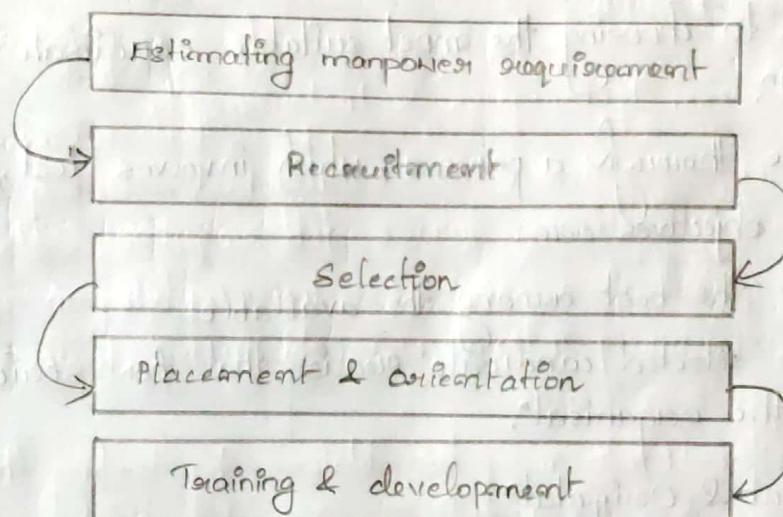
(i) Personal Research

- Research is a vital part of human resource mgmt.
- It is performed to keep a check on employee opinion about wages, promotions, work conditn, welfare activities, leadership, employee satisfaction & other key issues.

(ii) Personal Record

- This functn involves recording, maintaining & retrieving employee related info including employment history, work hours, earning history etc.

Staffing Process



Steps involved in staffing process are:

(i) Estimating Manpower Requirement

- It means finding out no. & type of employees needed by the organisation in near future.
- It is also needed to find the type of people needed.
- For estimating manpower requirement, company will take following 3 steps:

(a) Work Load Analysis

- ★ It requires finding no. & type of employees required to perform various jobs designed in organisational structure.

(b) Work Force Analysis

- ★ It means analysing existing workforce or employees already occupying the job posittns & how many of them are overburdened or

~~underburdened.~~

(i) Comparison

- The manager tries to find out the manpower requirement by equating workload analysis to workforce analysis.

(ii) Recruitment

- It refers to the process of inducing the people to apply for the job in the organisation.

→ After assessing the no. & type of employee required, the manager tries that more & more people should apply for the job so that the organisation can get more choice & select better candidates.

(iii) Selectn

- It refers to choosing the most suitable candidate to fill the vacant job positn.

- It is done through a process, which involves test, interviews, etc.

→ Its main objectives are:

(a) To select the best among the available

(b) To make selected candidate realise that how seriously things are done in the organisation.

(iv) Placement & Orientatn

- It refers to occupying of post by the candidate for which he/she is selected.

- Orientation refers to introductn of new employees to the existing employees.

(v) Training & Development

- To improve the competence of employees & to motivate them it is necessary to provide training & development opportunities for employees so that they can reach to top & keep improving their skill.

- Training & development not only motivate employees but these improve efficiency of work also.

Definit' of Staffing

The managerial funct' of staffing is defined as filling, & keeping filled, posts in the organisational structure.

Skills & Personal Characteristics Needed by Managers

- To be effective, managers need various skills ranging from technical to design.
- Analytical & Problem-Solving Abilities
 - 1 of the frequently mentioned skills desired of managers is analytical & problem-solving ability.

Personal Characteristics Needed by Managers

- (i) Desire to Manage
 - The successful manager has a strong desire to manage, to influence others, & to get results through team efforts of subordinates.
- (ii) Communication Skills & Empathy
 - The ability to communicate through written reports, letters, speeches & discussions is important.
 - Communication demands clarity, but even more, it demands empathy, i.e., the ability to understand the feelings of another person & to deal with the emotional aspects of communication.
- (iii) Integrity & Honesty
 - Managers must be morally sound & worthy of trust.
- (iv) Past Performance as a Manager
 - Past performance is probably the most reliable forecast of a manager's future performance.

Matching Qualifications with Post Requirements

- After the organizational post's are identified, managers are obtained through recruitment, selection, placement, & promotion.
- There are 2 sources of managerial personnel: People from within the enterprise may be promoted/transferred & managers may be hired from outside.
- For internal promotions, a computerized info system may help to identify qualified candidates.
- There are also several external sources available, & the enterprise may use different methods in finding the qualified managers.

Recruitment of Managers

It involves attracting candidates to fill posits in the organizational structure.

Selectn, Placement & Promotn

- In the selectn approach, applicants are sought to fill a positn with greater specific requirements.
- In the placement approach, the strengths & weaknesses of the individual are evaluated, & a suitable positn is found or even designed.
- Promotn is a change within the organizatn to a higher positn that has greater responsibilities & requires more advanced skills.

The Peter Principle

It states that managers tend to be promoted to the level of their incompetence.

Selectn Process, Techniques & Instruments

- 1st, the selectn criteria are established, usually on the basis of current, & sometimes future, job requirements.
- 2nd, the candidate is requested to complete an app. form.
- 3rd, a screening interview is conducted to identify the more promising candidates.
- 4th, additional info may be obtained by testing the candidate's qualifcatns for the positn.
- 5th, formal interviews are conducted by the manager, his/her superior, & other persons within the organizatn.
- 6th, the info provided by the candidate is checked & verified.
- 7th, a physical examination may be required.
- 8th, on the basis of the results of previous steps, the candidate is either offered the job or not selected.

Interviews

- 1st, interviewers should be trained so that they know what to look for.
- 2nd, interviewers should be prepared to ask the right questi.
- 3rd, conduct multiple interviews utilizing different interviewers.
- 4th, the interview is just 1 aspect of select process.

• Tests

- 1^o aim is to obtain data about applicants that help predict their probable success as managers.
- Commonly used tests are as follows:
 - (i) Intelligence tests are designed to measure mental capacity & to test memory, speed of thought, & ability to see relationships in complex problem situations.
 - (ii) Personality & aptitude tests are constructed to discover interests, existing skills, & potential for acquiring skills.
 - (iii) Vocational tests are designed to show a candidate's most suitable occupation the areas in which the candidate's interests match the interests of people working in those areas.
 - (iv) Personality tests are designed to reveal candidate's personal characteristics & the way candidates may interact with others.

• Assessment Centres

- It is a technique for selecting & promoting managers.
- A typical assessment centre will have the candidates do the following:
 - * Take various psychological tests
 - * Engage in mgmt games in small groups.
 - * Engage in "in-basket" exercises.
 - * Participate in a leaderless group discussion of some problem.
 - * Give a brief oral presentation on a particular topic or theme.
 - * Engage in various other exercises.

• Limitations of Selection Process

- There is no 1 perfect way to select managers.
- There is a distinct b/w what persons can do, & what they will do.
- Testing itself, especially psychological testing, has limitations.
- Time & cost involved in making personnel decisions.

Orienting & Socializing New Employees

- Orientatn involves the introductn of new employees to the enterprise, the functns, tasks & people.

- Organizational socializatⁿ is defined in several different ways.
- A global view includes 3 aspects: acquisition of work skills & abilities, adoptⁿ of appropriate role behaviours, & adjustment to the norms & values of the work group.

On-The-Job Training (OJT)

It is a hands-on method of teaching the skills, knowledge & competencies needed for employees to perform a specific job within the workplace.

Off-The-Job Training

It occurs when employees are taken away from their place of work to be trained.

Simulator Training

It provides a virtual environment in which new apps, methods or tools are introduced in a space that mimics real-life use.

Vestibule Training

A method of job educatⁿ where educational facilities approximate real working conditⁿs & are equipped with actual products/machinery.

Organizational Culture

It is a system of shared assumptⁿs, values, & beliefs, which governs how people behave in organizatⁿs.

Decentralisatⁿ

It helps the managers at the lower levels to take all those decisions which are for the betterment of organizatⁿ, on their own & to develop solutⁿs for solving the various problems they face.

Different Kinds of Centralizatⁿ

- Centralizatⁿ of performance pertains to geographic concentratⁿ.
- Departmental centralizatⁿ refers to concentratⁿ of specialized activities, generally in 1 dept.
- Centralizatⁿ as an aspect of mgmt is the tendency to restrict delegatⁿ of decision making.

Decentralization as a Philosophy & Policy

- Decentralization implies more than delegation; it reflects a philosophy of organization & control.
- A policy of decentralization affects all areas of control & can be looked upon as an essential element of a managerial system.

Delegation of Authority

- Authority is delegated when a superior gives a subordinate discretion to make decisions.
- The process of delegation involves determining the results expected from a position, assigning tasks to the position, delegating authority for accomplishing these tasks, & holding the person in that position responsible for the accomplishment of the tasks.

Personal Attitudes toward Delegation

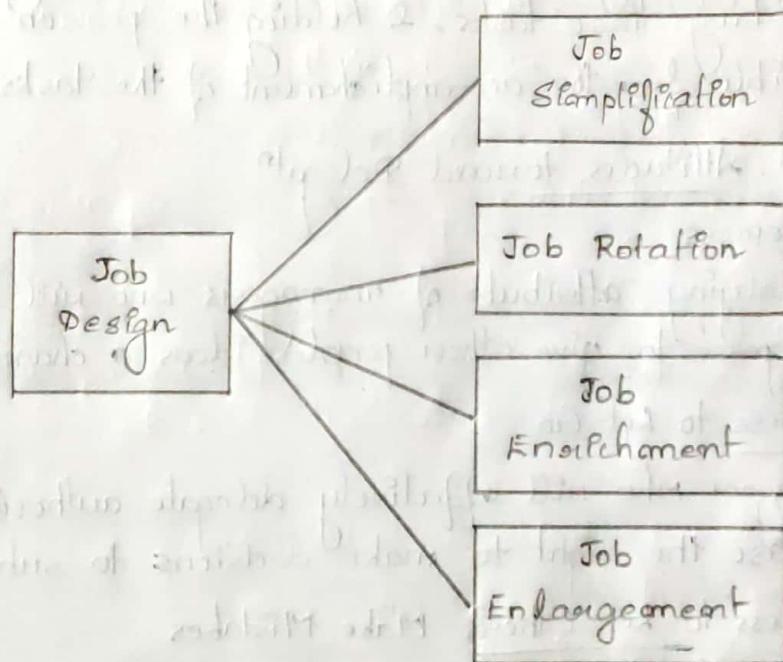
- Receptiveness
 - An underlying attribute of managers who will delegate authority is a willingness to give other people's ideas a chance.
- Willingness to Let Go
 - A manager who will effectively delegate authority must be willing to sacrifice the right to make decisions to subordinates.
- Willingness to Let Others Make Mistakes
 - Since everyone makes mistakes, a subordinate must be allowed to make some & their cost must be considered an investment in personal development.
- Willingness to Trust Subordinates
 - Superiors have no alternative to trusting their subordinates, for delegation implies a trustful attitude b/w them.
- Willingness to Establish & Use Broad Criteria
 - Since superiors cannot delegate responsibility for performance, they should not delegate authority unless they are willing to find means of getting feedback.

Overcoming Weak Delegation

- Define assignments & delegate authority in the light of results expected.
- Select the person in the light of the job to be done.
- Maintain open lines of communication.
- Establish proper controls.
- Reward effective delegatⁿ & successful assumptⁿ of authority.

Job Design

It means outlining the tasks, duties, responsibilities, qualificat^s, methods & relationships required to perform the given set of a job.



- (i) The foremost requirement for a job design is to define clearly the task an individual is supposed to perform.
- (ii) The mgmt must decide on the level of motivatⁿ that is required to be enforced on an individual to get the work completed successfully.
- (iii) The manager must decide critically on the amount of resources that needs to be allocated to perform a particular type of a job.
- (iv) When the jobs are assigned to the individual, he/she agrees to do it because of the standards attached to it.

Organizational Chart vs Organizational Structure

- Organizational structure is designed around the func's or business performances.
- An organizational chart is built around people & titles.
- Organizational structure defines the purpose, accountabilities, & key performance indicators (KPIs) for each business func & role.
- An organizational chart shows each person's job title & may include HR stuff like job requirements.
- Once correctly defined, a structure changes infrequently.
- An organizational chart needs to be updated frequently as people come & go.