

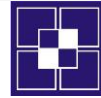


Module Objectives



- At the end of this module, you will be able to:
 - a. Understand the basic concepts of human resource management (HRM).
 - b. Explain what human resource management is and how it relates to the management process.
 - c. Provide an overview of functions of HRM.
 - d. Describe how the major roles of HR management are being transformed.

Introduction

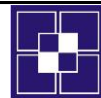


- Every organization, large or small, uses a variety of capital to make the business work.
- Capital includes cash, valuables, or goods used to generate income for a business.
- No matter the industry, all companies have one thing in common: they must have people to make their capital work for them.

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What Is Human Resource Management?



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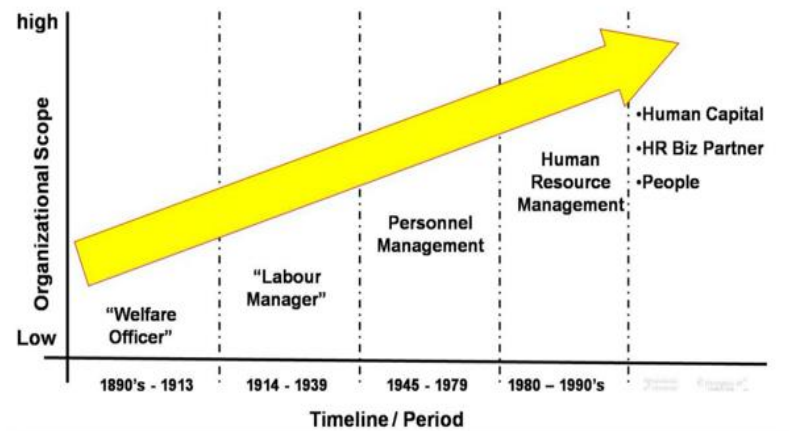
What Is Human Resource Management?...cont



- Human resource management is concerned with the management of employees from recruitment to retirement or from entry to exit.
- IT is the formal system devised for managing people at work

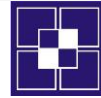
Evolution Of HRM

Evolution of HRM ...



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- Human capital refers to the production factors, coming from employees.
- These are knowledge, skills, habits, and social and personality and attributes.
- It comprises all knowledge, abilities, talents, skills, intelligence, training, judgment, and experience existing in an enterprise individually and collectively.
- It focuses on a firm's "human Resources" (people) as the primary source of competitive advantage of the firm.



- HRM is a Multidisciplinary organizational function that draws theories and ideas from various fields such as management, psychology, sociology and economics.

Functions In HRM



- HRM involves two categories of functions:

- **Operative**

- ✓ Procurement
- ✓ Development
- ✓ Compensation
- ✓ Utilizing
- ✓ Maintaining

- **Managerial**

- ✓ Planning
- ✓ Organizing
- ✓ Co-ordinating
- ✓ Advisory
- ✓ Motivating
- ✓ Controlling

The significance of these variety of functions is that one cannot work without the other. It has to be a blend.

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The Scope Of HRM Processes

- Human Resource Management includes all process used to attract & retain employees and to ensure they perform at a high level in meeting organizational goals.



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HUMAN RESOURCE PLANNING

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Objectives

- At the end of this presentation, you will be able to:
 - a. Understand the nature and need of HRP
 - b. Gain information about different factors that affect HRP
 - c. Realize the importance of human resource planning in current organizational scenario
 - d. Understand the HRP process and the pre requisites for successful HRP process

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What Is HR Planning

- HR planning is a process of forecasting the organizations demand for, and supply of manpower needs in the near future.
- This means finding the right number of people for the right kind of job at the right time and the right place.



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What Is HR Planning

- “HRP is process of forecasting firm's future demand and supply of the right type of people in the right numbers”

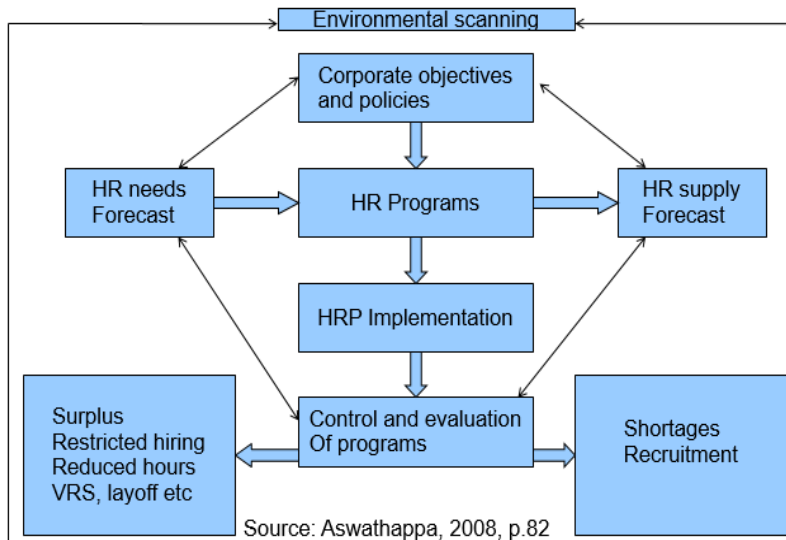


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THE PLANNING PROCESS



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Procedures of HR Planning

- Developing your HR Plan will involve six steps:

Step 1	Analyze the environments and current states of HR management
Step 2	Forecast the HR needs
Step 3	Forecast and balance the HR supply-demand capacity
Step 4	Develop action plans, and develop / adjust HR policies as appropriate
Step 5	Set budgets and get them approved
Step 6	Control, review and adjust the plan

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HR Demand Forecast

- Forecasting human resource demand is the process of estimating the future human resource requirement of right quality and right number.
- HR Demand forecasting must consider several factors- both external as well as internal.
- Among the external factors are:
 - competition (foreign and domestic),
 - economic climate, I
 - laws and regulatory bodies,
 - changes in technology, and social factors.

Internal factors include budget constraints, production levels, new products and services.

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Why Conduct a Demand Forecast

- (i) Quantify the jobs necessary for producing a given number of goods, or offering a given amount of services;
- (ii) Determine what staff-mix is desirable in the future;
- (iii) Assess appropriate staffing levels in different parts of the organisation so as to avoid unnecessary costs;
- (iv) Prevent shortages of people where and when they are needed most; and
- (v) Monitor compliance with legal requirements with regard to reservation of jobs.

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Techniques for Demand Forecasting

Ratio-trend Analysis

- This is the quickest HR forecasting technique. The technique involves studying past ratios, say, between the number of workers and sales in an organisation and forecasting future ratios, making some allowance or changes in the organisation or its methods.

Regression Analysis

- This is similar to ratio-trend analysis in that forecast is based on the relationship between sales volume and employee size. However, regression analysis is more statistically sophisticated.

Work-study Techniques

- Work-study techniques can be used when it is possible to apply work measurement to calculate length of operations and the amount of labor required.

Delphi Techniques

- Delphi Technique is a method that solicits estimates of personnel needs from a group of experts, usually managers.

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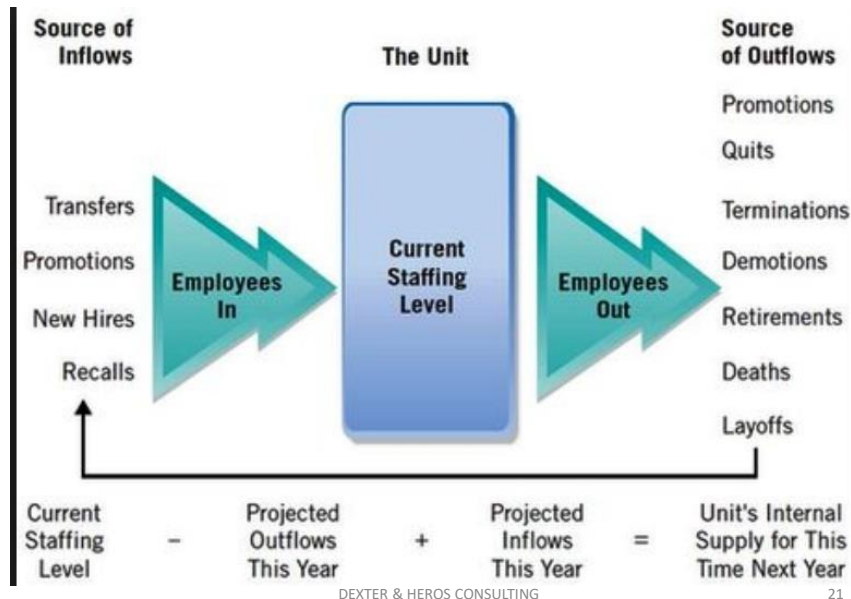
HR Supply Forecast

- After demand forecast, next step is to consider the availability and ability to procure the required number of workers/employees
- In supply forecast availability of kind and number of workers from both inside and outside sources are measured.

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Internal Supply Forecasting



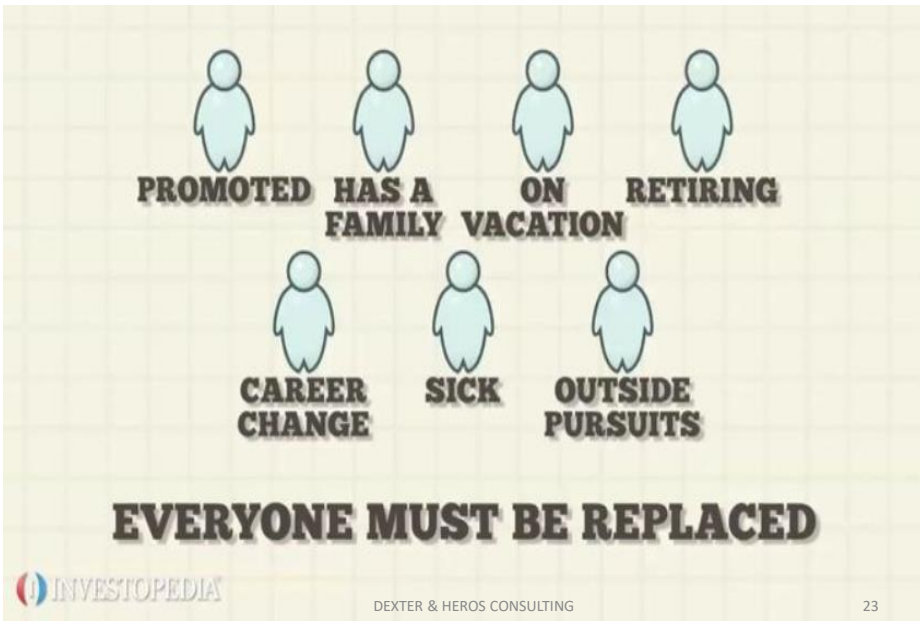
External Supply Forecast

▪ Forecasting External HR Supply

– Factors affecting external

- Net migration for an area
- Individuals entering and leaving the workforce
- Individuals graduating from schools and colleges
- Changing workforce composition and patterns
- Economic forecasts
- Technological developments and shifts
- Actions of competing employers
- Government regulations and pressures
- Other factors affecting the workforce

No Employee Is Indispensable



Limitations Of HR Planning

- Inaccuracy with manpower predictions.
- Uncertainties
- Lack of support due to cost involved in planning.
- Employees/Employers resistance.
- Time and expense
- Inefficient Information system.

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JOB ANALYSIS & JOB DESIGN



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What is Job Analysis

- Job analysis is the process of gathering and analyzing information about the content and the human requirements of jobs, as well as, the context in which jobs are performed.
- A good job analysis collects sufficient information to adequately identify, define and describe a job.

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Concepts of Job Analysis

• Job:

- It is group of positions involving same duties , responsibilities , knowledge and skills .
- Each job has definite title and is different from other jobs.
 - For examples, typist, mail clerk, salesman, are jobs.

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• Task:

- It refers to a distinct work activity with an identifiable beginning and end.

• Duty:

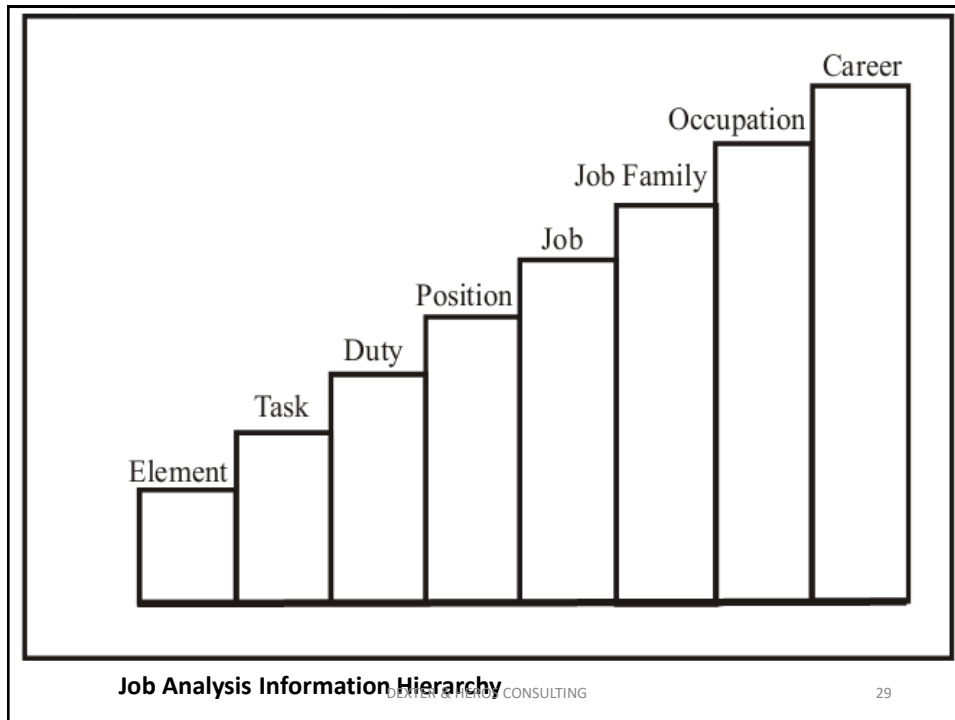
- It is a related sequence of tasks.

• Position:

- It implies a collection of tasks and duties regularly assigned to one person.
- Several persons may be classified under the same job but each may perform different work.

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Methods for Collecting Job Analysis Data

- Job information is collected through the following methods:
 - Participant Diary/Logs
 - Interview
 - Critical Incidents
 - Technical Conference Method
 - Job Performance
 - Functional Job Analysis
 - Observation Method
 - Questionnaires

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What information should be collected

Determining the kind of information to be collected, depends on two factors;

a. Data related to the job;

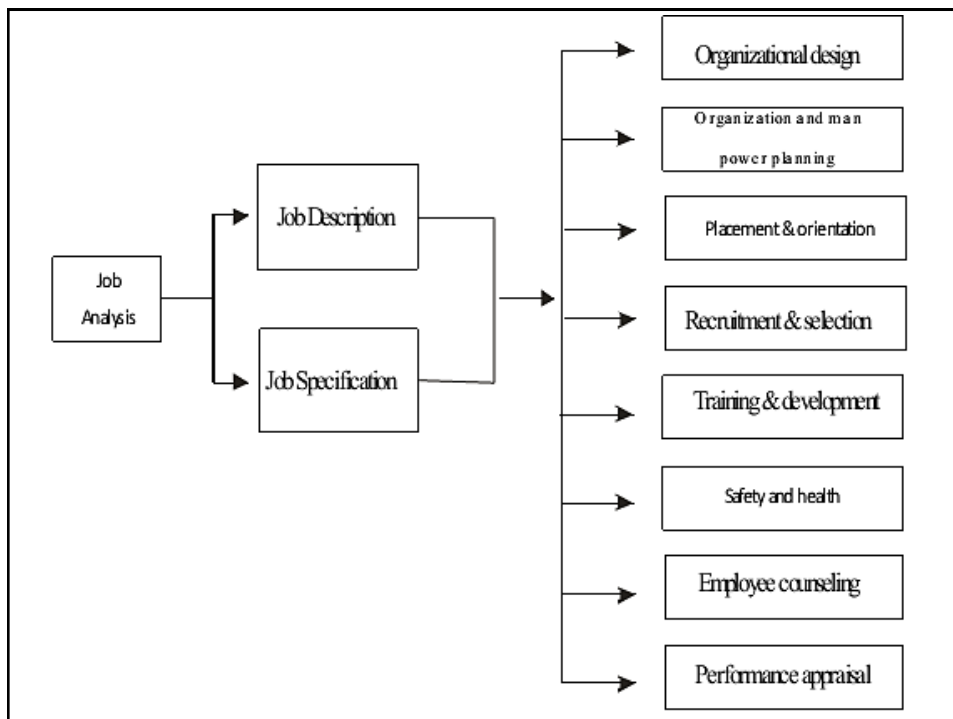
1. Tasks
2. Activities
3. Constraints on actions
4. Performance Criteria
5. Critical Incidents
6. Working conditions
7. Roles(liason, leader, monitor, assistance)

b. Data related to the employee

1. professional/technical knowledge
2. Manual skills
3. Verbal skills
4. Written skills
5. Quantitative skills
6. Conceptual skills
7. Managerial skills
8. Leadership skills
9. Interpersonal skills

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Job Description

- A written record of the duties, responsibilities and requirements of a particular job.
- It is the *immediate product of job analysis process*.
- The data collected through job analysis provides a basis for **job description and job specification**.
- It describes the job in such terms as its *title, location, duties, working conditions & hazards*.



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Writing Job Description

- There is no standard format you must use in writing a job description, most descriptions contain the following sections:
 - Job Identification
 - Job Summary
 - Supervision
 - Relation to Other Jobs
 - Working Conditions
 - Social Environment



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Job Specification

- Job specification states *the minimum acceptable qualifications that the incumbent must possess to perform the job successfully.*



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A Job Specification should include:

(i) Physical characteristics,

- which include health, strength, endurance, age, height, weight, vision, voice, eye, hand and foot co-ordination, motor co-ordination, and colour discrimination.

(ii) Psychological and social characteristics

- such as emotional stability, flexibility, decision making ability, analytical view, mental ability, pleasing manners, initiative, conversational ability etc.

(iii) Mental Characteristics

- such as general intelligence, memory, judgement, ability to concentrate, foresight etc.

(iv) Personal Characteristics

- such as sex, education, family background, job experience, hobbies, extracurricular activities etc.

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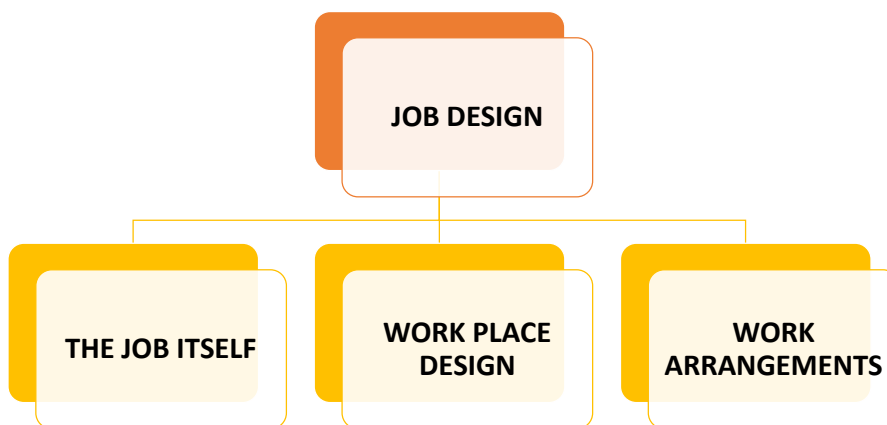
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- All these characteristics must be classified into three categories:
 1. **Essential attributes:** which a person must possess.
 2. **Desirable attributes:** which a person ought to possess.
 3. **Contra indicators:** which will become a handicap to successful job performance.

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JOB DESIGN



Job Design

- "Job design" refers to the way that a set of tasks, or an entire job, is organized. Job design helps to determine:
 - What tasks are done.
 - How the tasks are done.
 - How many tasks are done.
 - In what order the tasks are done.
 - In what environment are tasks done

Job Design... cont.

- It takes into account all factors which affect the work, and organizes the content and tasks so that the whole job is less likely to be a risk to the employee. Job design involves administrative areas such as:
 - ✓ Job rotation
 - ✓ Job enlargement
 - ✓ Task/machine pacing
 - ✓ Work breaks
 - ✓ Working hours
- A well designed job will encourage a variety of 'good' body positions, have reasonable strength requirements, require a reasonable amount of mental activity, and help foster feelings of achievement and self-esteem.

How can job design help with the organization of work?

- Job design principles can address problems such as:
 - Work overload
 - Work underload
 - Repetitiveness
 - Limited control over work
 - Isolation
 - Shiftwork
 - Excessive working hours

- The whole process of job design is aimed to address various problems within the a job setup. More specifically the following areas are fine tuned:
 - ✓ Checking the work overload.
 - ✓ Checking upon the work under load.
 - ✓ Ensuring tasks are not repetitive in nature.
 - ✓ Ensuring that employees don not remain isolated.
 - ✓ Defining working hours clearly.
 - ✓ Defining the work processes clearly.
- The above mentioned are factors that if not taken care of result into building stress within the employees.

Job vs Work Place Design

- Job design refers to administrative changes that can help improve working conditions.
- In comparison, workplace design concentrates on dealing with the workstation, the tools, and the body position that all influence the way a person does his or her work.
- Good workplace design reduces static positions, repetitive motions and awkward body positions.

21st Century Work Place Design



Case study:



Google was named the 2014 "Best Company to Work For"

Google employees are allowed to express themselves by scrawling on the walls. They can also arrive for work at any time they like, wear pajamas if they want or even bring their dog along.

Google allows each of its employees to give 20 percent of his time (1 day every week) to doing anything they like. This can range from assisting with another project to even just sleeping. Anything that is ethical and lawful is okay with Google.

They Still Get The Work Done

- They topped the list for the 5th time.
- With over 50,000 employees
- Known for heavily pampering its employees and still getting the best ideas from them.



The Google WAY

Their work philosoph

"To create the happiest, most productive workplace in the world"



weird office designs



flexibility

Their work place



transparency



amazing


workplace in the work
work place **The Google WAY**

weird office design
om

transparency


flexibility



The Google Effect

1. Maternity benefits of a maximum of 18 weeks with full pay. The father and mother of the newborn are given expenses of a maximum of \$500 for take-out meals in the initial 3 months they spend at home with the baby (.)
2. Financial support for adopting a child .
3. On-site car wash, oil change, bike repair, dry cleaning, gym, massage therapy and hair stylist are available at the company's headquarters in Mountain View.
4. **Lunch and dinner is available free of charge.**



Job Design...cont.

The end goal is reducing dissatisfaction, enhancing motivation and employee engagement at the workplace.



Approaches To Job Design

- These are the approaches to job design:
 - Human Approach, and
 - Job Characteristics Approach.

Human approach

- The human approach of job design lays emphasis on designing a job around the people or employees and not around the organizational processes.
- Jobs should gratify an individual's need for recognition, respect, growth and responsibility.

The Job Characteristics Approach

- The job characteristics approach was popularized by Hackman and Oldham.
- According to this approach there is a direct relationship between job satisfaction and rewards.
- They said that employees will be their productive best and committed when they are rewarded appropriately for their work.
- They laid down five core dimensions that can be used to describe any job –
 - i. skill variety,
 - ii. task identity,
 - iii. task significance,
 - iv. autonomy and
 - v. feedback.

The Job Characteristics Approach...cont.

- **Skill variety:** The employees must be able to utilize all their skills and develop new skills while dealing with a job.
- **Task Identity:** The extent to which an identifiable task or piece of work is required to be done for completion of the job.
- **Task Significance:** How important is the job to the other people, what impact does it create on their lives?
- **Autonomy:** Does the job offer freedom and independence to the individual performing the same.
- **Feedback:** Is feedback necessary for improving performance.
- These are different approaches but all of them point to more or less the same factors that need to be taken into consideration like interest, efficiency, productivity, motivation etc. All these are crucial to effective job design.

Methods of Job Design

- The following are methods of Job Design:
 - Job Simplification
 - Job Rotation
 - Job Enlargement
 - Job Enrichment

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Job Enlargement Vs. Job Enrichment

Differences between Job Enlargement and Job Enrichment

Terms	Job Enlargement	Job Enrichment
Nature of Job	Involves a horizontal loading or expansion of tasks of the same nature	Involves vertical loading of tasks & responsibility of the job holder; it improves the quality of the job in terms of its intrinsic worth.
Purpose	To reduce the monotony in performing repetitive jobs by lengthening the cycle of operation.	To make the job lively, challenging and satisfying . It satisfies ego satisfaction, self-expression, sense of achievement & advancement of Job holders.

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Job Enlargement Vs. Job Enrichment

Differences between Job Enlargement and Job Enrichment		
Terms	Job Enlargement	Job Enrichment
Skill Requirement	May not necessarily require the use of additional skills due to similarity of additional tasks	Calls for development and utilization of higher skills, initiative, and innovation
Direction and Control	Requires direction and control from external sources, because of the enlargement of his responsibility.	Does not require external direction and control as these come from the job holder himself, except for feedback from his supervisor

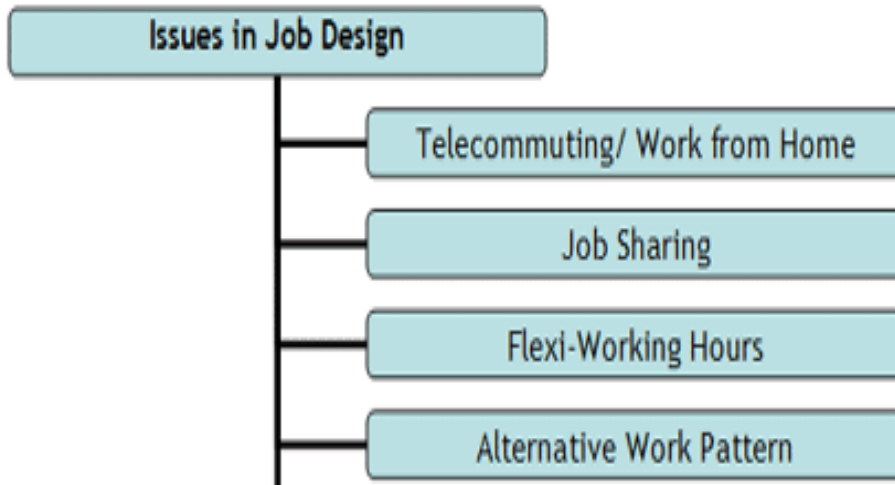
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Techniques of Job Enrichment:

- Make an employee directly responsible for his performance.
- Encourage participation of employees in deciding organizational goals and policies.
- Expand job vertically
- Introduce new, difficult and creative tasks to the employees.

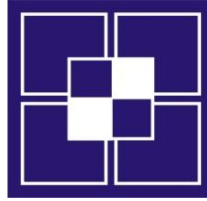
Job Design According To Work Arrangements



The end goal of Job Design is reducing dissatisfaction, enhancing motivation and employee engagement at the workplace.



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