

Defn:-

Human resources management can be defined as "planning, organizing, directing and controlling of procurement, development, compensation, integration, maintenance and specification of human resources to the end that individual, organizational and societal objectives are achieved.

-Edwin Foppio

- Objectives and Functions of Human Resources Management
- \* Statements of Human Resources Management is required to
  - \* Human resources management applies to all types of organization, i.e., profit-oriented, non-profit oriented.
  - \* Government, private, profit-oriented, non-profit oriented.
  - \* Human resources management concerned with both groups and individuals.
  - \* HRM concerned with the development of the human resources in terms of skills, knowledge, capabilities and talents.
  - \* HRM is concerned to all levels of management.
    - Top-level
    - Middle-level
    - Low-level
  - \* HRM is a continuous activity.

\* HRM aims at attaining the goals of the organization.

functions of Human Resource Management

Human resources management can be defined as a strategic approach to acquiring, developing, managing, motivating and gaining the commitment of the organization's key resources, people who are working in it.

- Armstrong

A function can be defined as the duty to a responsibility which was executed by the manager (or) a managerial cadre person either to maintain the organization (or) to drive the organization towards its goals.

functions of HRM

1. Managerial functions
2. Operative functions
3. Advisory functions

Managerial functions

- HR planning
- Organizing
- Directing
- Controlling

## Operative functions :-

→ Recruitment & Selection

→ Job analysis & job design

→ Performance Appraisal

→ Training and development

→ Wage and salary administration

→ Employee welfare

→ Maintenance

→ Labour relations

→ Personal research

→ Personal records

## Advisory functions:-

→ Advices to top level management

→ Advices to low level management

## HR Planning:-

In this the manager have to plan for future need for organization like how many employee, their skills, count no further projects and from when to they need.

## Organizing:-

Build a relationship to new and exist employee to adopt the work easily for new.

## Directing:-

Providing guidance to motivate themselves to work properly.

## Controlling:-

Nearly the work what employee deserved state of executing of work. To make them free of mistakes by giving chances to correct it leads to proper work (or) Strengthening of employee.

## Operational functions :-

Rarely related to human resource management

## Evaluation of Human Resources

\* Human resources development management relatively new term, it emerges during 1970's before that it is treated as personal management. (or) Personal administration:

\* Kautalya's "Ardhashastra" states that the management of resources is very important

in 4th century.

\* In 1800 B.C. itself "minimum wage rate", "incentive wage plan" were included Babylonian code of human resource.

\* The concept of "HRM" in our country is initiated from 1920's the administrators of our country came to know the importance of human resource and they focused and the development.

\* "Royal Commission" is established by the central government of India by 1931 to make some recommendations about the development of human resources.

In the same year they made some recommendations, among them the most important recommendation is every company must appoint a labour welfare officer to settle down the grievances among the workers.

Indian factories act 1948 made compulsory appointment of labour welfare officers to settle down the factories which are working with more than 500 workers.

\* NLM expand this observation is National institution of labour management kolkata and ISBPM Indian institute of personal management at Mumbai.

These are the two institutions established by the Government of India to develop the human resources in our country.

After, the second world war the awareness of the governments and the expectations of the workers are matched by this the government ends are focusing on the development of human resources and the workers are ready to accept the requirements of the government and other management.

## Industrial Revolution Phase

- ⇒ Industrialization is encouraged by Government
- (i) No. of job opportunities are generated.
  - (ii) People are migrating from rural areas to urban areas.
  - (iii) Introduction of division of labour in industry
  - (iv) Heavy work load to the employees.
  - (v) The workers felt monotony and bore dom on their jobs.
- Growth of Trade Unions
- (i) Employees facing the problems of low wage and salaries.
  - (ii) They are facing the problem of working in the poor working conditions.
  - (iii) To force the managements for their demands they formed as unions.
  - (iv) The trade unions strikes, the strikes, sit-down, walkouts and boycotts are as weapons to fight with the management.
- Scientific Management
- (i) Rule of thumb is replaced.
  - (ii) Scientific selection of the employee.
  - (iii) Scientific selection of workers for training.
  - (iv) Co-ordination between the workers and management.
- v) Maximum output from the industries.

(i) Equal division of responsibilities among the workers.

(ii) Differential wage rate and piece rate is introduced.

Industrial Psychology:- The industrial psychology

Psychological test are consider to select the employees.

With the help of psychological test a correct person is selected for the correct job.

Personnel department is maintaining separate document department to take care about human by the organization to take care of personnel resources.

Human Relations Movement:-

No employee is treated as individual instead of group or union. Economic rewards plays a key role behind the success.

Behavioral Science Approach:-  
of Behavioral science like Psychology, Sociology, and Anthropology is consider in human resource management.

Growth of Personal Management:-  
Employee centered leadership is introduced by people are called as Human resource.

## Principles of Human Resources Management

- \* Principle is a fundamental truth which is helpful to a manager to deal with different situations. This principles are fixed by either management (or) by the manager himself.
- \* Principles guides the managers in framing policies, programmes, procedures etc.
- \* Personal principles have established through experience, practice and observation.
- \* The principles acts as a hand book to the managers to solve the problems.
- \* The following are the important principles relates to the human resources management
- i) Principle of individual development :-  
Equal opportunities to employee to develop.
- ii) Principle of scientific selection :-  
Selection of a right candidate for the right job in the organization by following scientific methods of selection.
- iii) Principle of free flow communication :-  
As HR manager one should follow all types of communication and information in a works to gather the information.
- iv) Principle of participation :- A deeper man-

process with this the employee co-operation is available for the implementations of the decisions.

- v) Principle of Remuneration:  
The firm should fix wages and salaries related to various jobs on a fair and honest basis. ~~on the basis of job descriptions and~~
- vii) Principle of Incentive:  
A financial benefit based reward for the performance of an employee.
- viii) Principle of dignity of labour:  
One treat each and every job holder with dignity irrespective of their jobs or levels with dignity and respect.
- ix) Principle of labour and management Co-operation:  
To promote cordial relationships in the between the labour and management the HR manager should act as mediator.
- x) Principle of co-operation:  
Promote the co-operation among the employees by inculcating an attitude that he is a member in the group or organisation and he should be good at work along with this he should co-operate other members into the group.
- xii) Principle of contribution to national prosperity:

focussing on the employees' personal development which contributes the overall prosperity of the nation.

Ethics of Human Resources Management  
Ethics can be defined as a set of moral values or principles followed by a individual or an organization related to a specific group or a field. It is a sense of deciding what is good and bad / what is right and wrong by utilising his rational judging capacity.

the organizational culture will create some hurdles to the human resources manager to execute his functions by following the ethical standards. The following are the various situations or various functions at which the HRD manager requires to follow the ethics.

### 1. Performance Appraisal :-

While appraising the performance of an employee one should follow the ethical standards like appraisal on the basis of talent, commitment and sincerity.

### 2. Privacy Issues :-

The HR manager is not allowed to disclose the personal information of one employee

### 3. Safety and health

visiting the workplace to provide safety amenities which helps the employees to safeguard their health in the workplace.

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while relocating the employees we should think about adaptability of individual to the new role and workarea while laying off also we should clear all financial dues.

5. Race and disability

5. Rule  
All the employees are equal important  
disability of the employee should consider the  
disability to allocate the responsibilities.

60 Labour Cost<sup>o</sup>- 1000/- per month

It is not allowed to terminate the employees to cut down the labour cost which reflects

in the price of a product or a project.

To fair and comfortable working conditions of the HR manager should follow the ethic of providing proper working conditions and basic necessary facilities at the workplace like drinking water, ventilation, first aid kit.

## HR Policies

Policy :- A policy can be defined as a guideline or a principle which is adopted by an individual or an organization. For every organization the policies are a vital component to set the employees in the workplace.

### HR Policies

HR policies are the formal rules and guidelines that a business adopts to manage the employees.

Following to the HR policies HR procedures are taking place. HR procedures are step-by-step instructions that specify what actions should be taken related to those policies.

Determining the policies and procedures are the core function of human resources management.

The procedures are available in the set of a company. The HR manager can adopt these procedures to implement the HR policy.

The HR policy covers a various aspects.

- 1) Recruitment Policy
- 2) Dress code Policy
- 3) Personal leave Policy

a) performance evaluation and promotion policy.

b) vacation policy

c) sick days policy

d) termination policy

e) remote work policy

f) Health and Safety policy.

Benefits of the HR Policy

\* HR policies provide a legal protection to the company

\* the HR policies provide transparency in the conditions of employment.

\* HR policies helps the managers to handle the employee grievances and disputes.

\* HR policy speed up the decision making process on various HR matters.

\* HR policies helps to treat each and every employee in a equal and fair manner.

The strategies to increase the organizational performance

Strategy:-

A word strategy is derived from the Greek word "stratego" it means the art and science of directing the military forces.

Strategy means a series of decisions actions which are required to achieve the long term and corporate objectives of the business organization.

Human Resources Strategies are the long range plans which are preparing and implementing by the Human Resource department to provide a helping hand to the organizational management to achieve overall objective of the organization.

The following are the various strategies of HRM.

- 1, Hiring the right people
- 2, Building a strong organizational culture and promoting bonding between employees
- 3, Training the new talents and boost their performance
- 4, Participate in growth planning and expand the organization
- 5, Motivate the employee from time to time
- 6, Take feedback from the employee
- 7, Employee growth and performance management

Role and position of the Human Resource Management:-

Human resources management department can be defined as a group of people who are responsible for managing the employee life cycle in an organization i.e., from the point of recruitment to leaving of an employee.

Behind the success of every organization the HR department play a crucial role. If the HR department in an organization is a standard one, the organization and the remaining departments of the organization are also standard.

There are some important tasks are required to perform by the HR department.

- 1) Recruitment
- 2) Hiring
- 3) maintenance of the payroll
- 4) Training
- 5) Performance appraisal and promotion

### Role of HRM in an Organization :-

- 1) Recruiting and Selection
- 2) Placement Induction
- 3) Training and development
- 4) Performance Appraisal and Promotion
- 5) Compensation and benefits [Insurance, stock-options, housing facility, transportation]
- 6) Employee Retention
- 7) Employee Engagement (combining)
- 8) Ensure health and safety to the Employees
- 9) Dealing with the Conflicts