



The image shows the acronym 'HRM' in large, 3D block letters on a dark wood-grain background. The letter 'H' is green, while 'R' and 'M' are light-colored wood. Handwritten white text with curved lines pointing to the letters provides definitions: 'Resource' points to the 'R', 'Human' points to the 'H', and 'Management' points to the 'M'.

Resource

Human

Management

MMS Semester – II

2021-23 Batch

– Sandeep Moghe

Suggestive Books: -

MMS – Semester - II

Text Book: -

Human Resource Management – P. SubbaRao

Reference Books: -

1. Human Resource Management Text and Cases – K Aswathappa
2. Personnel Management – C.B. Mammoria
3. Gary Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management
6. VSP Rao – Human Resource Management
7. Dessler: Human Resource Management(Prentice Hall India)
8. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
9. Gomez: Managing Human Resource (Prentice Hall India)
10. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

TLP: Teaching Learning Plan...

What are the Main Management Functions?

- Primary Functions of Management:
 - ✓ Planning – establishing goals
 - ✓ Organizing – determining what activities need to be done
 - ✓ Leading – assuring the right people are on the job and motivated
 - ✓ Controlling – monitoring activities to be sure goals are met
- Management of organisations involves setting goals and allocating scarce resources to achieve them.
- Management of Human Resources is the process of efficiently **achieving the objectives of the organization with and through people.**

Definition of Human Resource Management

Human Resource Management is concerned with the **people dimension** in management. Since every organisation is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organisation are essential to achieving organisational objectives. This is true regardless of the type of organisation— government, business, education, health, recreation or social action.

- David A. Decenzo and Stephen P. Robbins

Definition of Human Resource Management

Human Resource Management is the planning, organising, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organisational, and social objectives are accomplished.

- Edwin B. Flippo

Difference between PM, IR, HRD & HRM

- **Personnel Management:** Concerned with manpower planning, recruitment, selection, transfer, promotion, remuneration and incentives.
- **Industrial Relations:** Covers Union - Management relations, joint consultations, collective bargaining, grievance and disciplinary procedures.
- **Human Resource Development:** Focused on training and development, career planning & development and organizational development.
- **Human Resource Management:** Includes Personnel Management, Industrial Relations plus welfare covering working conditions and amenities.

Difference between PM and HRM

Sr. no.	Dimensions	Personnel Management	HRM
1	Employment contract	Careful dimension of written contract	Aim to go beyond contract
2	Guide to management action	Procedures	Business need
3	Behaviour referent	Norms/ customs & practices	Values/mission
4	Managerial task vis a vis labour	Monitoring	Nurturing
5	Key relations	Labour	Customer
6	Speed of decision	Slow	Fast
7	Communication	Indirect	Direct
8	Management skill	Negotiation	Facilitation

Difference between PM and HRM

Sr. no.	Dimensions	Personnel Management	HRM
9	Labour management	Collective bargaining contracts	Individual Contracts
10	Job categories and Grades	Many	Few
11	Job design	Division of labour	Team work
12	Training & Development	Controlled courses	Learning Organization
13	Focus for attention for interventions	Personnel procedures	Cultural & structural Strategies
14	Respect for Employees	Labour – a tool – expendable & Replaceable	People are assets & to be used for benefit of Organization
15	Shared interests	Organization interest is Uppermost	Mutuality of interests
16	Evolution	Precedes HRM	Latest

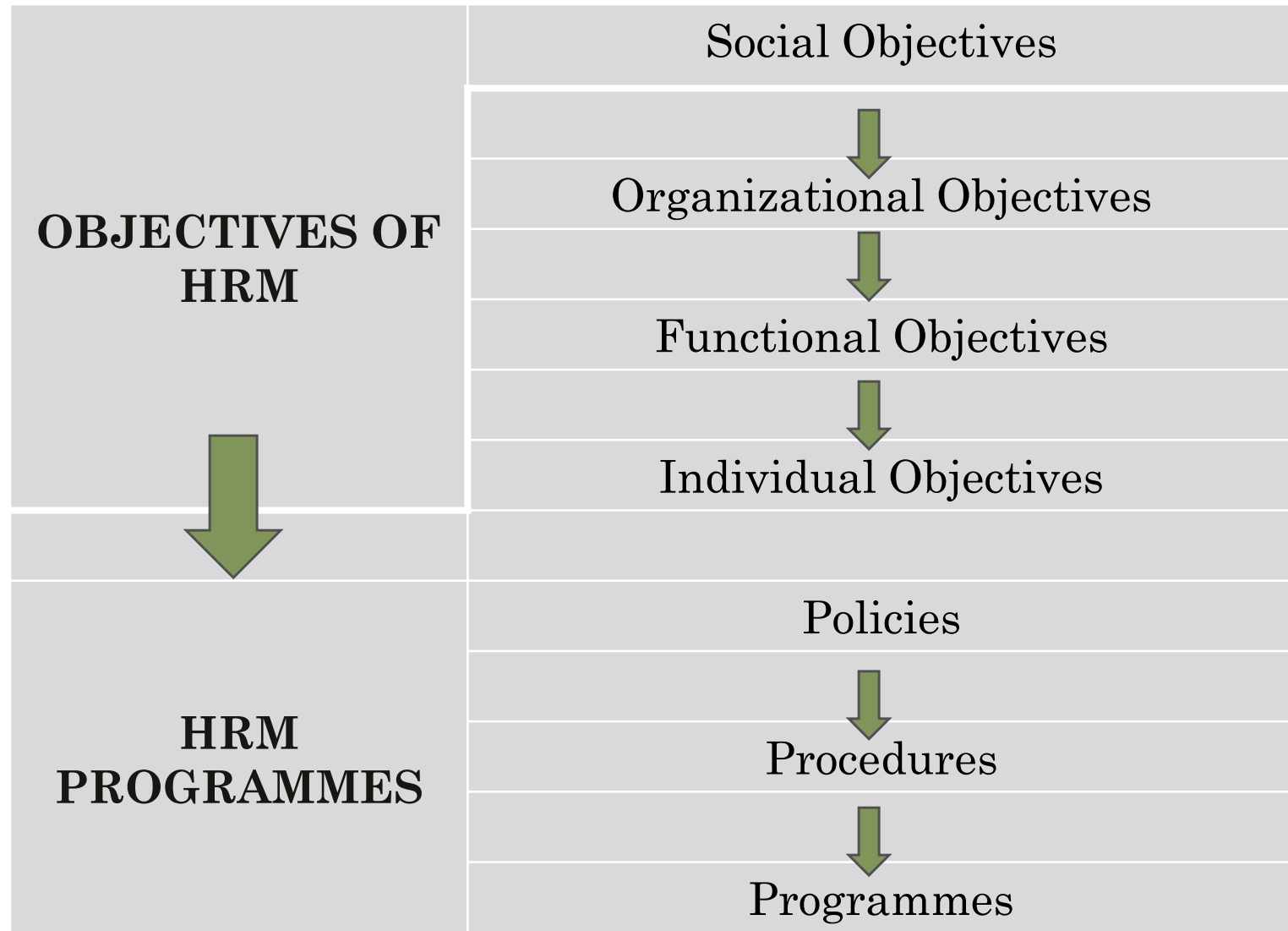
Human Resource Management

- The Human Resource of an organization **consist of all people** who perform its activities.
- Human resource management (HRM) is concerned with the **personnel policies and managerial practices and systems that influence the workforce.**
- In broader terms, **all decisions that affect the workforce of the organization concern the HRM function.**
- HRM examines the various **HR processes that are concerned with attracting, managing, motivating and developing employees for the benefit of the organization.**
- According to Invancevich and Glueck, “HRM is concerned with the **most effective use of people to achieve organizational and individual goals**”.

Goal of HRM

- To meet the needs of the business and management (rather than just serve the interests of employees)
- To link Human Resource strategies/policies to the business goals and objectives
- To find ways for Human Resources to "add value" to a business
- To help a business gain the commitment of employees to its values, goals and objectives

HRM OBJECTIVES AND PROGRAMMES



Need for HRM

- The role of Human Resource Managers has changed. HRM requires a higher level of understanding of Human behaviour and response sophistication.
- Employment legislation has placed new requirements on the Employers.
- Jobs have become more technical and highly skilled.
- Traditional job boundaries have become blurred with the advent of project teams and telecommuting.
- Global competition has increased demands for higher Productivity and Quality.

Need for HRM

- The **Strategic** Nature – HRM must be:
 - ✓ a strategic business partner and represent employees.
 - ✓ **forward-thinking**, support the business strategy, and assist the organization in **maintaining competitive advantage**.
 - ✓ concerned with the total cost of its function and for determining **value added** to the organization.
- HRM is the part of the organization who are concerned with the “**People**” dimension.

Main Functions of HRM

The main function of human resource management is classified into two categories: -

- ✓ Managerial Function
- ✓ Operative Function

Managerial Functions of HRM

- **Planning** – It involves Planning for Requirements, Recruitment, Selection, Training and Development of Human Resources
- **Organising** – It involves Establishing an Organisational Structure, Relationships between Functions towards meeting organisational goals
- **Directing** – It involves Motivating, Commanding, Leading and Activating Human resources towards meeting organisational goals
- **Controlling** – It involves Evaluation, Identification and Correction of Deviations from the plans

Operative Functions of HRM

➤ Procurement: -

It involves **attracting and employing individuals** with suitable knowledge, skills, experience and aptitude necessary to perform various jobs. It includes Human Resource Planning, Recruitment, Selection, Placement and Induction of staff.

➤ Training & Development: -

It aims to train and develop employees to **improve and update their knowledge, skills, attitudes and social behaviour knowledge and skills** in order to help them perform better. It includes Training and Development and Career development.

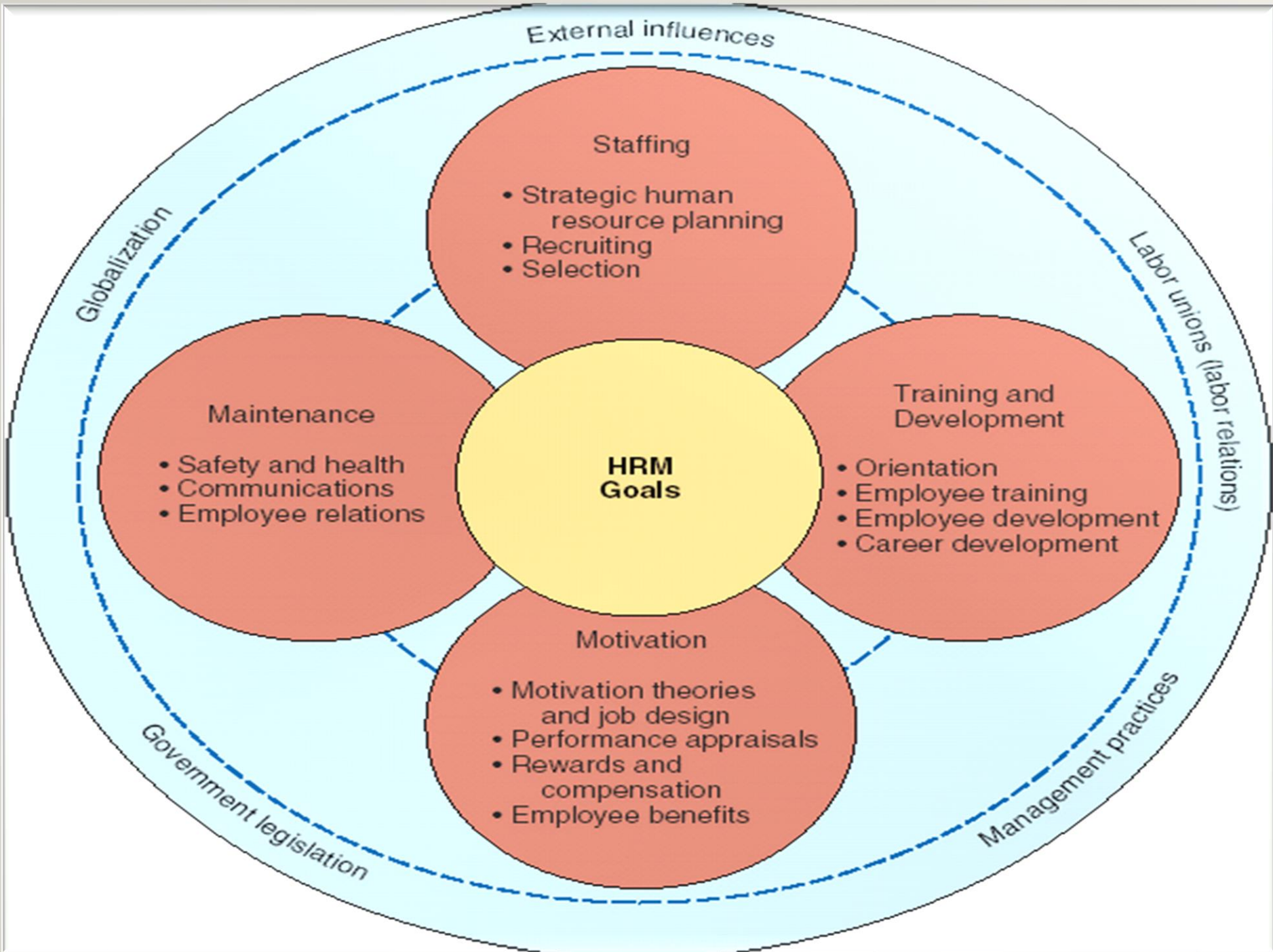
Operative Functions of HRM

➤ **Motivation & Compensation :-**

It involves **rewarding employees** monetarily and through fringe benefits for their contributions to the organization. It includes Job evaluation, Compensation benefits, Performance appraisal, Motivation, Recognition and rewards.

➤ **Maintenance & Integration :-**

It deals with **maintaining employee safety and creating a sense of security & relationship** among the employees. It includes providing Health, Safety and Welfare facilities, managing Employee relations, enhancing Group interaction & communication, Joint consultations, Grievance and disciplinary procedures.



External & Internal Influences affecting HRM

- Strategic Environment
- Governmental Legislation
- Labour Unions
- Management Thought and Practices

External & Internal Influences affecting HRM

➤ Strategic Environment includes: -

- ✓ Globalization
- ✓ Technology
- ✓ Work force diversity
- ✓ Changing skill requirements
- ✓ Continuous improvement
- ✓ Work process engineering
- ✓ Decentralized work sites
- ✓ Teams
- ✓ Employee involvement
- ✓ Ethics

External & Internal Influences affecting HRM

➤ **Governmental Legislation:**

- ✓ Laws supporting Employer and Employee actions

➤ **Labour Unions:**

- ✓ Act on behalf of their members by negotiating contracts with management
- ✓ Exist to support workers
- ✓ Constrain Managers
- ✓ Affect non-unionized workforce

➤ **Management Thought and Practices:**

- ✓ Continuous improvement programs have had a significant influence on HRM activities, encouraging Employees' participation in management.

Scope of HRM

The scope of HRM is very immense.

HRM plays a vital role of a worker from the time he enters into any organization till he leaves.

HRM activities include : -

➤ **Procurement :**

It is the **placement of right kind of person to the right post**. It includes, determination of manpower requirements. Job analysis, Nature and scope of requirement, employee selection and placement of employment.

➤ **Training and Development :**

Training and Development is a must in any organization. It prepares the worker to deal with the actual situations in the organisation.

Scope of HRM

➤ **Job Analysis and Job Description: -**

It involves the studies of job requirements of the enterprise and assignment of well defined functions to jobs so that qualified employees may be hired. It also forms the basis of wage determination.

➤ **Remuneration: -**

Providing proper remuneration to the employees for the job done through job analysis and job description. It includes determining wage rates, **incentives, wage payment, REWARDS and benefits and performance appraisal.**

➤ **Welfare and Industrial Relations: -**

It includes health and safety program, sanitary facilities, recreational facilities etc.

Key Roles of HRM

- **Executive Role** – in this role the HR department are viewed as the specialists in the areas that encompass Human Resources or people management.
- **Audit Role** – in this capacity the HR department will check other departments and the organisation as a whole to ensure all HR policies such as Health & Safety, Training, Staff Appraisal etc are being carried out in accordance with the company's HR policy.
- **Facilitator Role** – in this role, the HR department help or facilitate other departments to achieve the goals or standards as laid out in the HR policies of the organisation. This will involve training being delivered for issues that arise in the areas relating to people management.
- **Consultancy Role** – the HR department will advise managers on how to tackle specific managing people issues professionally.
- **Service Role** – in this capacity the HR department is an information provider to raise awareness and inform departments and functional areas on changes in policy

Strategic Human Resource Management (SHRM)

Strategic HRM is the process of defining how the organization's goals will be achieved through people by means of HR strategies and integrated HR policies and practices.

Strategic HRM

EMPLOYMENT

- Job Design & Analysis
- HR Planning
- Recruitment & Selection

COMPENSATION MANAGEMENT

- Job Evaluation
- Salary Administration
- Social Security & Welfare

HUMAN RELATIONS

- Motivation & Job Satisfaction
- Morale
- Communication
- Leadership
- Work Environment, Safety & Health

HRD

- Performance Appraisal
- Training & development
- Career Planning & Development
- Promotion, Transfer & Demotion
- Absenteeism & Labour Turnover
- Management of Change

HRM



INDUSTRIAL RELATIONS

- Trade Unionism
- Grievance Handling
- Collective Bargaining
- Industrial Conflicts
- Workers Participation in Management

RECENT TRENDS

- Quality of Work-Life
- HR Accounting , Audit & Research
- e HRM & latest Techniques