



**NMIMS GLOBAL ACCESS
SCHOOL FOR
CONTINUING EDUCATION**

Essentials of HRM- Session 1

Ch 1- Introduction to HRM

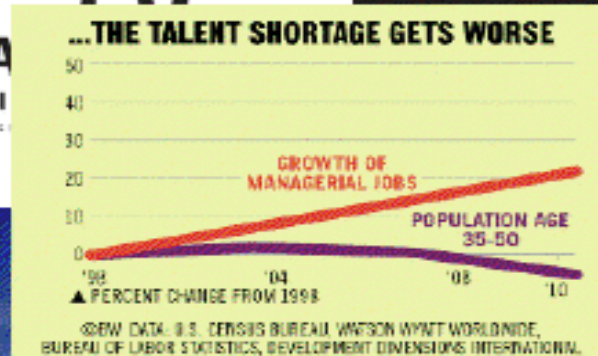
Everyone is concerned about talent.



HOW TO MANAGE AN AGE



WORKFORCE CRISIS

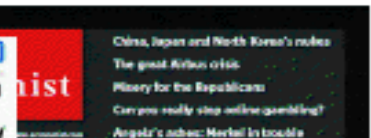


The Talent Crisis in Upstream Oil & Gas
Strategies to Attract and Engage Generation Y



MICROSOFT TAKES ON THE FREE WORLD

FORTUNE



Search for talent

It's getting harder to find

A 16-PAGE SPECIAL REPORT



...said that in 10 years time, many businesses would **fail** because they had not planned ahead for the **talent shortage** and would be **unable to find the people they need to run their businesses.**

ORACLE

Opening Case

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Mr. Bhat, Human Resource Manager of IVS Group of companies approached the CEO on 30th march, 2007 and apprised him of the absence of Mr.Ajay Vaidhya, Assistant Accountant in the Corporate Finance Department, for the past one month and requested him to approve the show-cause notice to be served to Mr.Ajay as per the Labour Laws in force.

The CEO told Mr.Bhat: “When Mr.Ajay has been absent for the last one month , your duty is to go to Mr.Ajay,s house, find out the reason and solve the problem of Mr.Ajay, and not just to report the absence to me. Go immediately to Mr.Ajay,s house find the reason and report it to me before 5.00 P.M. today.”

Opening Case

SVKM'S

Mr. Bhat immediately left for Mr.Ajay's house and learnt from Mr.Ajay 's Wife that Mr.Ajay has been in distress as he has been trying to mobilise Rs.1,00,000 for the surgery of his sick wife in a reputed hospital in Chennai. Mr.Bhat could meet Mr.Ajay around 3.PM and both of them then met the CEO. Both of them apprised the CEO the reason for the absence and distress of Mr.Ajay.

The CEO immediately contacted the hospital and informed them that the company will pay Rs.1,00,000 tomorrow i.e., 31st March 2007 and requested the doctor to conduct the surgery for Ajay's wife tomorrow itself.

De UP

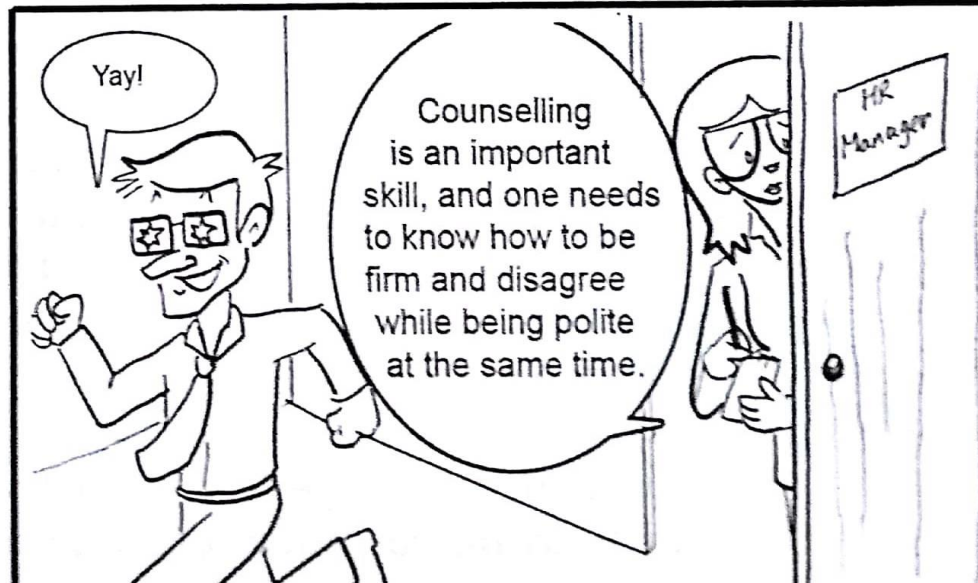
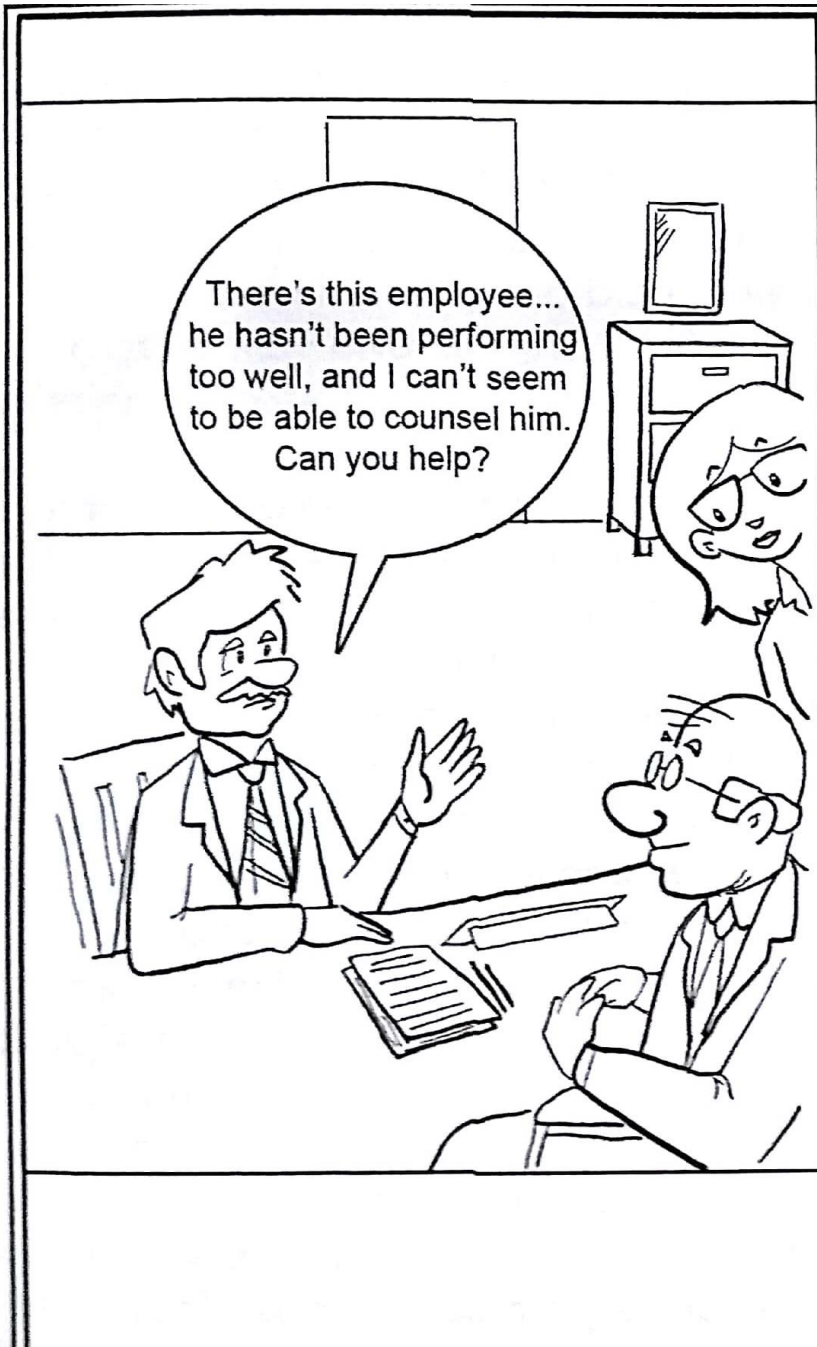
Opening Case

CHAPTER 01

The CEO ordered Mr.Bhat to arrange to issue a cheque for Rs.1,00,000 in favour of the hospital and also pay Rs.10,000 in cash to Mr.Ajay to meet incidental expenses as a grant. Mr.Ajay as well as Mr.Bhat were surprised at the decision of the CEO Mr.Ajay became emotional and touched the feet of the CEO.

The CEO told Mr.Bhat:"Problems of our employees are the company's problems. We treat the employees as human being and members of the company's family."

This piece of news spread in the entire company within no time and the employees felt highly secured. The productivity level increased by 100% in the next quarter itself and sustained over the years to come.



I N D E X

S. No	Reference No	Particulars
1	Chapter 1	<u>Introduction to Human Resource Management</u>
2	Chapter 2	<u>Human Resource Planning</u>
3	Chapter 3	<u>Job Analysis and Job Design</u>
4	Chapter 4	<u>Recruitment and Selection</u>
5	Chapter 5	<u>Induction and Orientation</u>
6	Chapter 6	<u>Competency Mapping and Assessment Centres</u>
7	Chapter 7	<u>Training and Development</u>
8	Chapter 8	<u>Human Resource Development</u>
9	Chapter 9	<u>Career Planning and Succession Planning</u>
10	Chapter 10	<u>Performance Management</u>
11	Chapter 11	<u>Compensation and Rewards</u>
12	Chapter 12	<u>HR Audit and Accounting</u>

Course Introduction

- Human resource can be defined as people who are employed in an organisation and are responsible for carrying out operations.
- Human Resource Management (HRM) is a comprehensive process of acquiring, developing, motivating, and maintaining a pool of efficient employees. The main aim of HRM is to ensure the right people with the right skills for the right job position in an organisation.
- The key functions of HRM include recruiting people, training them, appraising their performance, motivating them, ensuring their health and safety, managing workplace communication, and so on.
- Effective HRM encourages employees to work efficiently towards accomplishment of organisational goals and objectives.

Chapter 1: Introduction to Human Resource Management





LEARNING OBJECTIVES

- Explain human resource management
- Define the functions of HRM
- List the challenges of HRM
- Explain personnel management
- Relate strategic management and HRM



What is HRM?

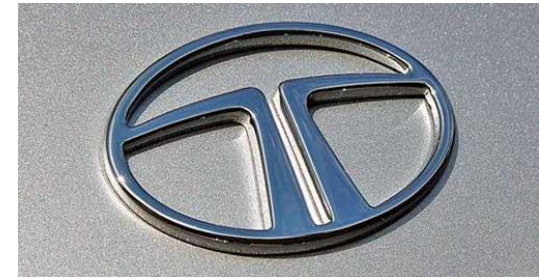
Human Resource Management is “the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational, and social objectives are accomplished.”



Objectives of HRM

- To act as a liaison between the top management and the employees.
- To arrange and maintain adequate manpower inventory
- To devise employee benefit schemes
- To ensure and enhance the quality of work life
- To offer training
- To help keep up ethical values and behaviour amongst employees both within and outside the organization.
- To maintain high morale and good human relations within the organization.

HR Objectives of TATA Group



Tata company shall provide equal opportunities to all its employees.

HR policies shall promote diversity and equality in the workplace.

Employees shall be treated with dignity.

Maintain a work Environment free of all forms of harassment.

Respect for the right to privacy and the right to be heard.

Equal opportunity to all eligible.

Decisions are based on merit.



3. Human Resource Management

Scope of HRM



4. Human Resource Management

Structure of the HR Department



Functions of HRM

Manpower planning

Job analysis

Compensation management

Recruitment and selection

Performance appraisal

Training and development

Employee welfare and motivation

Employee grievances



“Google is a good example of a company that has done an exceptional job of recruiting and managing people who have critical knowledge skills. It needs talented people to perform well and that translates into how they communicate about the kind of talent they are looking for and the jobs they offer. American Express, which has made the list all three years, takes the top spot in this year’s list of top companies for HR, as per the survey conducted by Workforce Magazine”

Role of HR Executives



Line and Staff Aspects of HRM

Line Manager

Is authorized (has line authority) to direct the work of subordinates and is responsible for accomplishing the organization's tasks.

Staff Manager

Assists and advises line managers.
Has functional authority to coordinate personnel activities and enforce organization policies.



Personnel Management

- Similar to HRM, personnel management (PM) is an organisational function that focuses on the wellbeing of employees in an organisation. PM is more related to transactional and administrative aspects of HR functions.
- The concept of PM was used by organisations before the concept of HRM came into existence in the mid-1980s.
- The two concepts PM and HRM are confused with each other. However, there are certain differences between the two. HRM is a modern approach to people management while PM is a traditional one.



Qualities of an HR manager

Knowledge

Intelligence

Communication skills

Objectivity and fairness

Leadership and motivational qualities

Emotional maturity and

Empathy



Changing environment of HRM in India

Be it managing human capital, building partnerships, or improving competitiveness, organizations globally are experiencing transformation in business activities. More employers have begun to realize that their overall success is directly proportional to hiring good qualified employees.

Traditionally, the HR function acted on directions received from an organisation's executive team. The role of the HRM function has evolved significantly over the years. From a unit whose role was previously deemed to be restricted to sourcing of talent, it is now considered as a strategic partner contributing not just in terms of development in the value of employees, but also in crucial business decisions and advice on critical transitions and transformations. HR is now expected to recommend processes, approaches and business solutions that would improve the ability of the organisation's employees to contribute effectively.

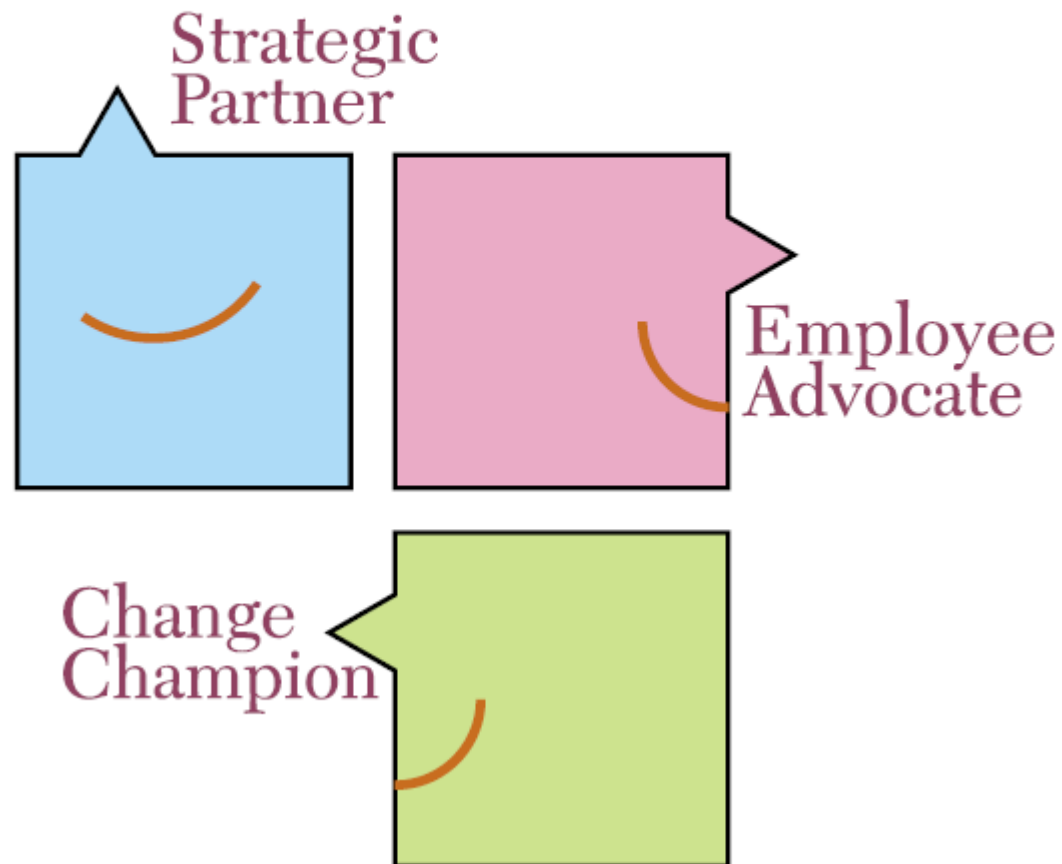
Changing environment of HRM in India

The role of the HR function now encompasses diverse objectives and tasks, including engagement and retention of employees, identification and nurturing of high-potential employees and future leaders, talent management, training & development, and others.

As an Employee Advocate, HR needs to have expertise on how to create a work environment in which people feel motivated, contributing and happy. In this role, HR provides talent management strategies, employee development opportunities, employee assistance programs, profit-sharing strategies, organisation development interventions, addresses employee complaints and facilitates problem solving, and regularly provides opportunities and forums for communication and feedback.

As a Change Champion, HR needs to have the knowledge and the ability to execute change strategies. The role involves constantly assessing the effectiveness of the HR function, while also effecting a change in other departments and work practices.

New Roles of HR



Let's Sum Up

- HRM is a process of attaining, developing, and retaining employees in an organisation.
- An organisation is affected by various internal and external business factors. These factors pose various challenges for HRM in an organisation in terms of change management, employee acquisition and retention, employee empowerment, and workforce diversity.
- Personnel management is a traditional approach to people management while HRM is a new approach to people management.
- SHRM can be defined as a framework prepared by an organisation to follow a particular direction in order to accomplish organisational goals and objectives.



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Thank you



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