

Chapter 16: Recent Techniques in Human Resource Management

1. Objectives:

After studying this chapter you should be able to understand:

- Recent developments in the working of organizations
- Trends in Human Resource Management

2. Learning Organization:

Of all the “M”s in management, i.e. money, material, machine, market and methods, the most important “M” stands for men, the manpower working in the organization. Organizations also learn and acquire knowledge as the individual employees.

Organizational learning is the outcome of the cumulative learning of all employees in the organizations. A learning organization refers to an organization which facilitates the learning of all its participants and constantly changes itself. Such an organization is also skilled at creating acquiring and transferring knowledge and adapting to the changing situation.

Important features of a Learning Organization are:

- Receptive to new ideas
- Developing systematic thinking
- Encouraging creativity and innovation
- Learning from past experiences
- Empathy
- Sharing knowledge with others

3. Employer Brand:

Creating Employer Brand:

- Recognition of the good work done by employees
- Personal problems to be considered based on merit and sympathy it deserves and quick response to such problems
- Adequate compensation based on nature of job and responsibilities
- Career prospects
- Superiors with equal concern for performance and people
- Maintaining transparency with regard to HR policies and procedures
- Empowerment of employees
- To create a positive image about the company in the job market, the employees should maintain high level of ethics and integrity in personal and professional life.

4. Competency Mapping:

Competencies can be defined as skills, knowledge, attitudes and abilities that distinguish high performers in an organization. There are five type of competency characteristics, i.e.

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- Knowledge
- Skills
- Motives
- Traits
- Self-concept

5. Business Process Outsourcing:

Advantages of Business Process Outsourcing

- The company can focus on core areas of business where it has expertise and experience. Non-core areas can be handled by the third party.
- It cost less cost to the company to engage the services of third party.
- Control on headcount and personnel cost

Disadvantages of Business Process Outsourcing

- HR problems of third party provider will affect the parent organization with regard to quality of output, delivery schedule and customer service.
- High turnover of employees affects the service quality and schedules
- The parent organization may face Industrial relations problems as existing employees may feel that they may lose jobs.
- The company has to provide training to the client organization's employees and has to closely monitor the working of the people to ensure that the quality of output is as per expected standards.
- The client company may exploit the employees by paying less wages due to excess supply of labour over demand.
- Due to high attrition, the client organization has to put up with inexperienced employees which will in turn affect the quality of work and delivery schedule.
- Employees experience stress due to strict deadlines, delivery schedules and late night working.
- Employees coming from rural and semi-urban areas are willing to work for low wages and they face of problems in an urban atmosphere.
- In the case of voice BPOs, names and places get changed to suit the local situation and the employee loses his identity
- Many small BPOs do not provide a congenial working atmosphere and facilities for employees as they are more concerned about business and profits.

6. Green HR:

Green HR involves environmentally friendly HR initiatives that lead greater efficiencies, lower cost and better employee involvement.

- Examples: less hard copies of correspondence, memos and documents, substituting air travel by video-conferencing, teleconference, email, car-pooling, working from home, recycling of waste etc. The HR should come out with

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environmentally friendly policy highlighting the need for saving energy and resources for the benefit of the company and the society.

7. Talent Management:

Talent Management involves attracting, selecting, training, developing and promoting employees in the organization. The employees want to have a successful career in the organization and the employer wants to make use of the talent of the employees for growth and development of the organization. Talent management is similar to career management from the employers' point of view. There are softwares that offer talent management applications.

8. E-Learning:

e-Learning helps to reach and cover all employees located in different parts of the country/world. It is cost efficient as we can do away with expenses on travel, hotel and loss of productivity when the employee is away from workplace attending training.

9. E-Human Resource Management:

Computers are extensively used in human resource management. Information technology and internet find applications in the different areas of HR i.e. e-Human resource planning, e-Recruitment, e-Selection, e-Performance management, e-Training and development, e-Compensation management and e-Human resource information system.