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**Introduction to
Human Resource
Management (HRM)**

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- Meaning of HRM
- Definition of HRM
- Characteristics of HRM
- Objectives -HRM
- Functions – HRM
- Evolution and Development of HRM

**WHY
STUDY
HRM?**

You must treat your employees with respect and dignity because in the most automated factory in the world, you need the power of human mind. That is what brings in innovation. If you want high quality minds to work for you, then you must protect the respect and dignity.

---Mr N.R. Narayana Murthy

Meaning

- HRM involves all management decisions and practices that directly affect or influence the people or human resources who work for the organisation.
- HRM is the term increasingly used for the philosophy, policies, procedures and practices related to the management of people working in an organisation".
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- HRM is a series of decisions that affect the relationship between employees and employers.

- HRM is concerned with competing for and competing on human resources. Competing for human resources involves recruitment and employing right personnel and competing on human resources involves developing, training and integrating personnel to achieve competitive advantages.

Prof. L. M. Prasad

- HRM is a management function that helps managers' recruit, select, train and develop members for an organisation.

Prof. K. Aswathappa

Definitions

- Human Resource management is the set of organizational activities directed at attracting, developing and maintaining an effective workforce.

Ricky W. Griffin

- HRM is the effective use of Human resources and organization through the management of people related activities.

Mathis and Jackson

- The field of HRM involves Planning, Organization, Directing and Controlling functions of procuring, developing, maintaining and utilizing a labour force.

M. J. Jucious

- Human Resource Management is a series of decision that affect the relationship between employee and employer: it affects many constituencies and is intended to influences the effectiveness of employee and employers.

Milkovich & Boudreau

HRM is made of four activities:

- a) Staffing
- b) Training and development
- c) Motivation and
- d) Maintenance

...David A Dczenzo and Stephen P. Robbins

Human Resource management may be defined as the planning, organizing, directing and controlling of the procurement, development, compensation, integration and maintenance and separation of human resources to the end that individual, organizational and societal objectives are accompanied.

...Edward Flippo

Characteristics of HRM

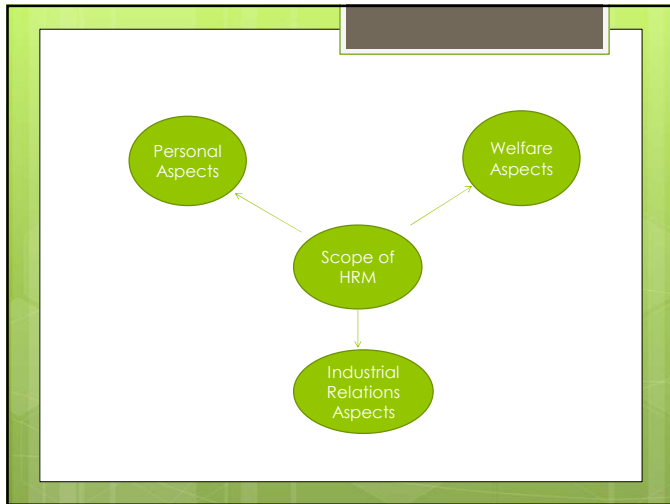
1. Part of Management Discipline
2. Universal Existence
3. Integrating Mechanism
4. Concerned with people
5. Action Oriented
6. Development oriented
7. Continuous Function
8. Comprehensive Function
9. Multi-Disciplinary Approach

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Scope of HRM

- The scope of Human Resource Management is extremely wide. It covers all the activities in the working life of an employee.
- HRM is concerned with the 'people' dimensions of the organisations by acquiring human resource, develop their skills, motivate them for high performance and ensure that they continue to maintain their commitment and loyalty towards the high performance.



Personnel Aspect

- HR Planning
- Recruitment and Selection
- Placement and Induction
- Training and Development
- Performance Appraisal
- Employee Compensation
- Employee Motivation

Welfare aspect

● Intra-mural facilities

Medical facilities, compensation for accidents, provision of crèches and canteens, supply of drinking water, washing and bathing facilities, provision of safety measures, activities relating to improving conditions of employment, and the like.

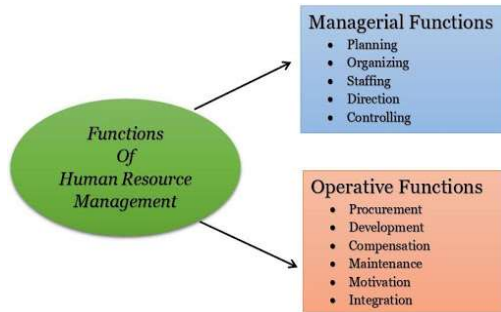
● Extra-mural facilities

Housing accommodation, indoor and out door recreational facilities, amusement and sports, educational facilities for adults and children, and the like.

Industrial Relations aspect

- Union-management Relations
- Employee- Employer Relationship
- Settlement of Dispute mechanism
 - Collective Bargaining
 - Negotiation
 - Conciliation
 - Arbitration
 - Adjudication

Functions of HRM



Planning

- HR outsourcing
- Developing rules and procedures
- Determining plans and [forecasting techniques](#)
- Establishing goals and objectives to be achieved

Organizing

- Giving each member a specific tasks
- Establishing departments and divisions
- Delegating authority to the members
- Establishing channels of authority and communication
- Creating a system to coordinate the works of the members

Staffing

- Determining the type of people to be hired
- Setting performance standards, measuring and evaluating the employees
- Counselling the employees
- Recruiting prospective employees and selecting the best ones
- HR Metrics

Directing

- Getting work done through subordinates
- Ensuring effective two-way communication for the exchange of information with the subordinates
- Maintaining the group morale
- Motivating subordinates to strive for better performance

Controlling

- Establishment of standard performance
- Measurement of actual performance with the established performance standards
- suitable training to such employees
- Demotion of employee, suspension and discharge

Operative Functions

- Procurement
- Development
- Compensation
- Maintenance/Motivation
- Integration

Procurement

- Job Analysis
- Job Design
- Recruitment & Selection
- placement & Induction

Development

- Training & Development
- Career development
- Executive development

Compensation

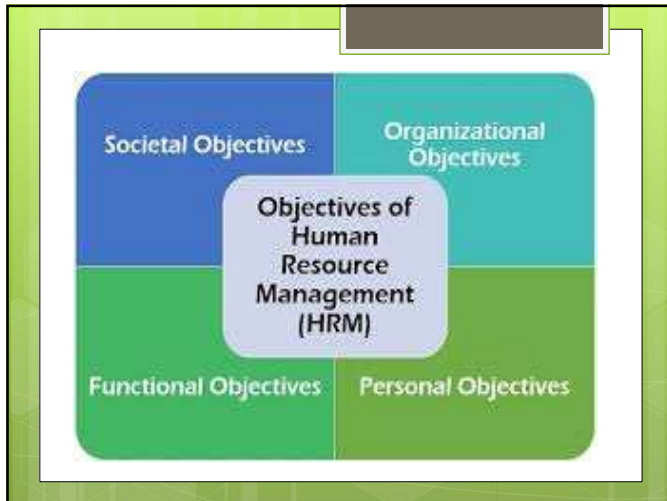
- Job Evaluation
- Performance Evaluation
- Wage or Salary administration
- Employee Benefits

Maintenance/Motivation

- Employee well-being
- Social security
- Worker's participation
- Motivating employees
- Job rotation
- Maintaining HR records
- Human resource information system (HRIS)

Integration

- Industrial relations
- Employee Discipline
- Grievance redressed
- Dispute settlement
- Collective bargaining



Objectives of HRM

- The primary objective of HRM is to ensure the availability of competent and willing workforce to the organization as well as to meet the needs, aspirations, values and dignity of individuals/employees and having due concern for the socio-economic problems of the community and the country.

Societal Objectives

- HRM is socially responsible for the needs, demands and challenges of the society. All the resources must be utilized for the benefit and in the interest of the society.
- It follow the rules and laws or legal restrictions imposed by the society. The HRM need be socially responsible to the needs and challenges of society while minimizing the negative impact of such demands upon the organization.

Organizational Objectives

- It consist of recognize the role and importance of HRM to bring organizational effectiveness.
- HRM has to prepare human resource planning, to legal issues to achieve the organizational objectives like to earn profit, growth and expansion, survival, diversification etc

Functional Objectives

- Departmental functions are carried out by the human resources. To see the functions are performed in time or not.
- HRM maintaining the department's contribution at a level appropriate to the organisation's needs.

Personal Objectives

- It consist of to assist employees in achieving their personal goals, such as, higher wages and salaries, job satisfaction, better working conditions, standard working hours, promotion, motivation, welfare facilities, social security and so on.
- It recognizes the individual needs and keep improving the monetary and non-monetary rewards with the changing scenario in the economy.

Evolution of HRM

- Industrial revolution era—19th century
- Scientific management era— 1900-1920s
- Human relations era— 1930s-1950s
- Systems and contingency approach era – 1960 onwards
- Human resource management era — 1980 onwards