

# BUS 401 Human Resource Management



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# Human Resource Management

Human Resource Management may be defined as the art of procuring, developing and maintaining competent workforce to achieve the goals of an organisation in an effective and efficient manner.

## Objectives of HRM

- > To help the organisation reach its goals
- > To employ the **skills and abilities** of the workforce efficiently
- > To provide the organisation with well-trained and well-motivated employees
- > To increase to the fullest level of employee's **job satisfaction** and self actualization.
- > To develop and maintain a Quality of Work Life
- > To communicate HR policies to all employees
- > To help maintain ethical policies and behavior

HRM System >>>



# Functions of Human Resource Management (HRM)

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Human Resource  
Planning

Selection

Job Evaluation

Collective  
Bargaining

Job Analysis

Placement

Performance  
Appraisal

Negotiation

Recruitment

Orientation

Compensation

E-HRM

De-recruitment

Training

Discipline

Green HRM (GHRM)

# Personnel Management

**Personnel Management is concerned with people at work and their relationships with each other. It may be defined as a set of programmes, functions and activities designed to maximize both personal and organizational goals.**

## Features

- > Personnel management is concerned with employees, both as individuals and as a group in attaining goals. It is also concerned with behaviour, emotional and social aspects of personnel.
- > It is concerned with the development of human resources
- > Personnel management covers all levels and all categories of employees. It covers both organised and unorganised employees.
- > It applies to the employees in all types of organisation in the world.
- > Personnel management is a continuous and never-ending process.
- > It aims at attaining the goals of an organisation, (organisational, individual and societal goals) in an integrated way.
- > Personnel management is a responsibility of all line managers and a function of staff managers in any organisation.
- > It is concerned mostly with managing human resources at work.
- > Personnel management is the central sub-system of an organisation and it permeates all types of functional management.
- > Personnel management aims at securing unreserved cooperation from all employees in order to attain predetermined goals.

# Manpower Planning

Manpower planning ensures that the required personnel of required skills are available at the right time.

## Basic Elements of Manpower Planning

- i. Forecasting the future needs of manpower.
- ii. Developing the sound recruitment and selection procedure.
- iii. Proper utilization of available manpower.
- iv. Controlling and reviewing the manpower costs.

# Staffing Defined

Staffing may be defined as a management function which ensures “jobs to be filled with the right people, with the right knowledge, skill and attitudes.” The staffing function includes the following sub functions:

- i. Developing job descriptions.
- ii. Determining manpower requirement in terms of numbers, skills, levels and locations.
- iii. Recruiting the means or getting application for the jobs to be filled up.
- iv. Selecting the most suitable candidate among those who apply or are eligible for promotion.
- v. Placing the personnel at various positions by making transfers, if necessary.
- vi. Training to improve skills and performance.
- vii. Appraising and counselling

# Meaning of Staffing

Staffing is the process of matching the jobs with capable people. It is concerned with the selection, placement, growth and development of people in an organization. The main features of staffing may be stated as:

- > Staffing involves people
- > Staffing is development-oriented
- > Staffing is continuous
- > Staffing is a three-step process
- > Hiring the right kind of people to fill vacancies.
- > Developing their skills through training, and
- > Maintaining them by creating favorable conditions of work



# 3 Important Aspects: Recruitment, Selection and Training

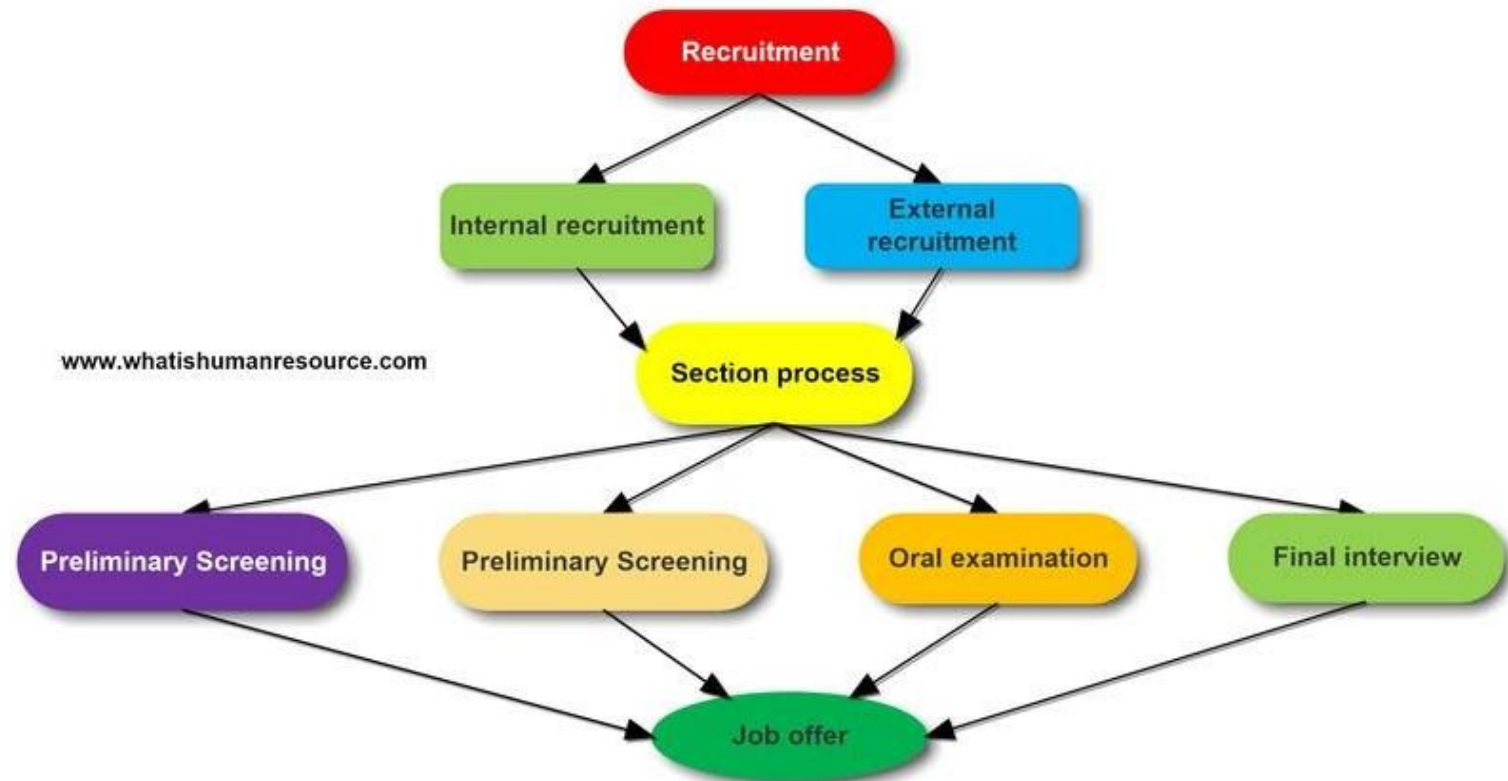
## **Staffing has three aspects:**

1. Recruitment – Recruitment is a positive process which aims to attract larger number of people with desirable profile to apply for positions vacant in the organization. Higher the number of applicants, greater is the possibility of finding a suitable employee.
2. Selection – Selection is a negative process which scrutinizes the applications received and selects only those who are most suitable for the vacant position. Recruitment invites applications but selection rejects applications.
3. Training – Training is another positive process which upgrades the knowledge and skills of employees and enhances the ability to perform better.

# Recruitment and Selection (Staffing)

Staffing emphasizes the recruitment and selection of the human resources for an organisation. Since staffing is a major and primary function of HR department, HR managers and hiring managers should ensure equal employment opportunities without any discrimination based on caste, creed, race, sex and religion in staffing process

## Recruitment and Selection



# Ways of external recruitment

**External recruitment is the process of inviting job applicants who do not belong to or anyway related with an organisation which means inviting outside candidates.**

**1. Internet or online recruitment** which has become popular and major source of recruitment since finding or inviting job applicants is easy compared to other source of external recruitment. Sometimes **through social networking** and it has become widely popular for finding suitable candidates. the top three job search websites by traffic ranking are [Monster.com](https://www.monster.com), [CareerBuilder.com](https://www.careerbuilder.com) and [HotJobs.com](https://www.hotjobs.com).

**2. If organisation needs well experienced and competent or talented candidate or to fill up key vacancy**, in such case HR hiring managers will look at **competitor organisations** to find and to attract such candidate.

**3. Employment agencies are the oldest source for finding large number of job applicants** as they get enrolled or get registered for employment opportunities.

**4. Campus or college recruitment** is one of the sources of external recruitment from which fresher's and talented pool with attitude of learning new skills and knowledge relating to emerging technologies are available. **Executive search firms or consultancies**

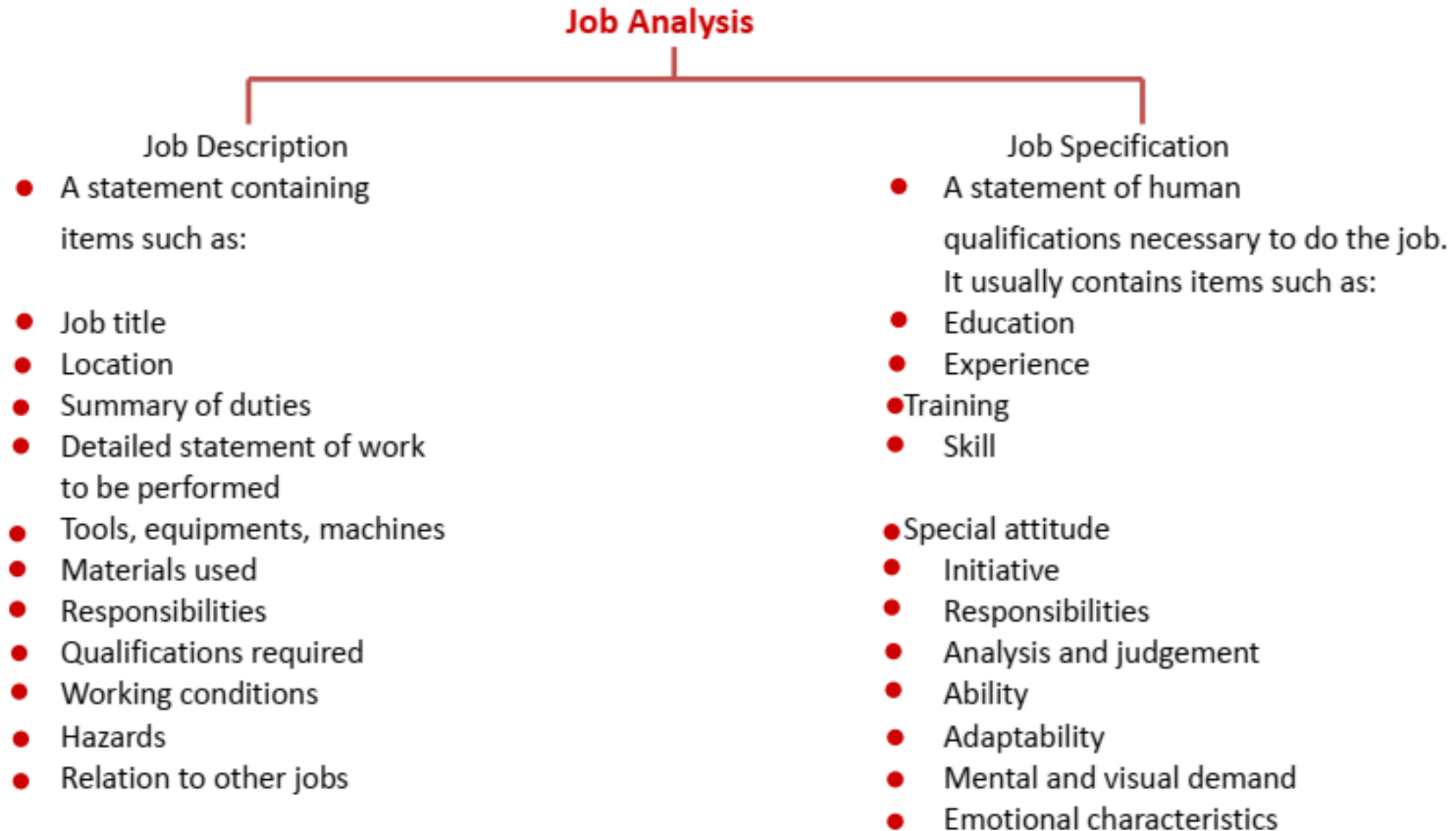
**5. Unsolicited candidates** -unemployment is on raise as educational institutions to the rate of employment opportunities in the market. Consequently, job seekers they themselves are desperately approaching companies for finding job openings.

# Ways of internal recruitment

- 1.As the aim of recruitment is to fill up the vacancies, depending upon organisation to organisation, some companies may adopt internal recruitment to **fill up the vacancies by way of transferring an employee to the place where job is lying vacant** if transferring employee is found to become for the job position .
- 2.Giving **promotion to the vacant position** if an employee found to be fitted for the promotion post,
- 3.HR hiring Managers Seek for **employee referrals from existing employees generally to fill up key posts** or to the post which deal with confidential information and to the sensitive positions with a view not to take any risk by handling such positions to unknown persons,
- 4.Inviting few employees if they were retrenched or laid off by an organisation due to shortage of working capital, low sales, fall in demand for goods they were producing or breakdown in machinery. It is a rule that has to be followed by an organisation to give first opportunity to the retrenched employees to fill up vacancies if organisation position is restored and if it needs to add staff.
- 5.Some organisations offer compassionate appointments to the family members of retired employee, deceased employee or total permanently disabled employee as a result of an accident for filling up of vacancies arising out of the said cause. Even governmental organisations offer compassionate appointments to fill up vacancies especially at feeder cader or low level or low grade positions so as to support the affected family members affected employee

# Job Analysis

The important contents of job analysis are shown below:

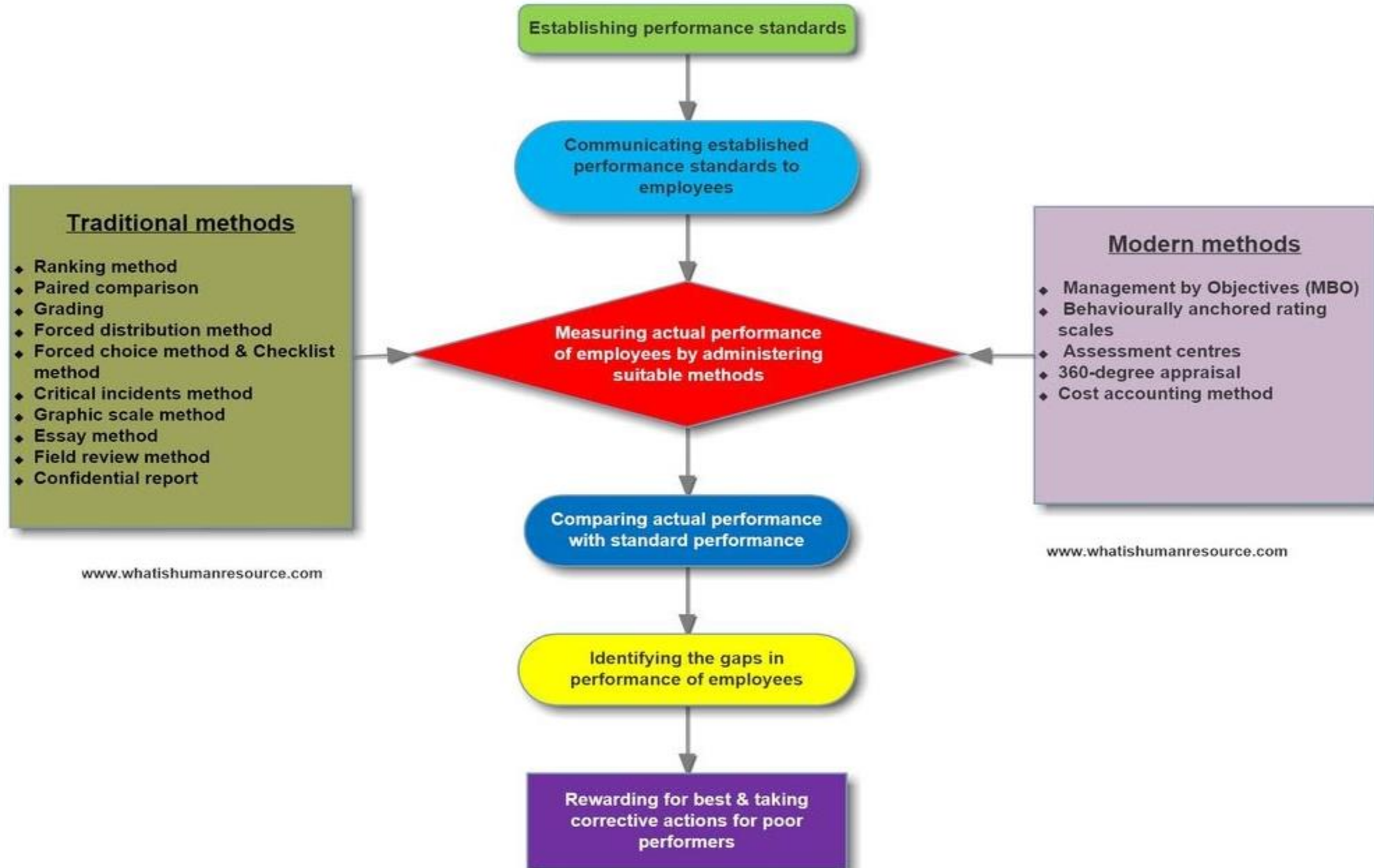


# Significance of Job Analysis

Job analysis is an essential ingredient in designing a sound personnel programme. Job information gathered from job analysis may be used for following purposes:

- i. Organizational planning,
- ii. Manpower planning,
- iii. Recruitment and selection,
- iv. Training and development,
- v. Wages and salary administration,
- vi. Performance appraisal,
- vii. Job re-engineering, and
- viii. Health and safety.

# Performance appraisal process



# Training

**The training activities within an organisation covers the following major areas:**

- i. Knowledge
- ii. Skills
- iii. Behaviour
- iv. Developing perspectives about the business or the environment, the linkages between the different elements etc.



**Different techniques of training may involve use of any one of the three situations noted below:**

- a) Where the trainer and trainee are both active.
- b) Where the trainer is active and the trainee is passive (this is the least effective).
- c) Where the trainer is passive and the trainee is active.

**Some of the training methods are as follows:**

- i. Training in the field/on the job
- ii. Simulating real life situations
- iii. Laboratory training
- iv. Sampling real life
- v. Individualised training or counselling
- vi. Discussion method
- vii. Lecture method

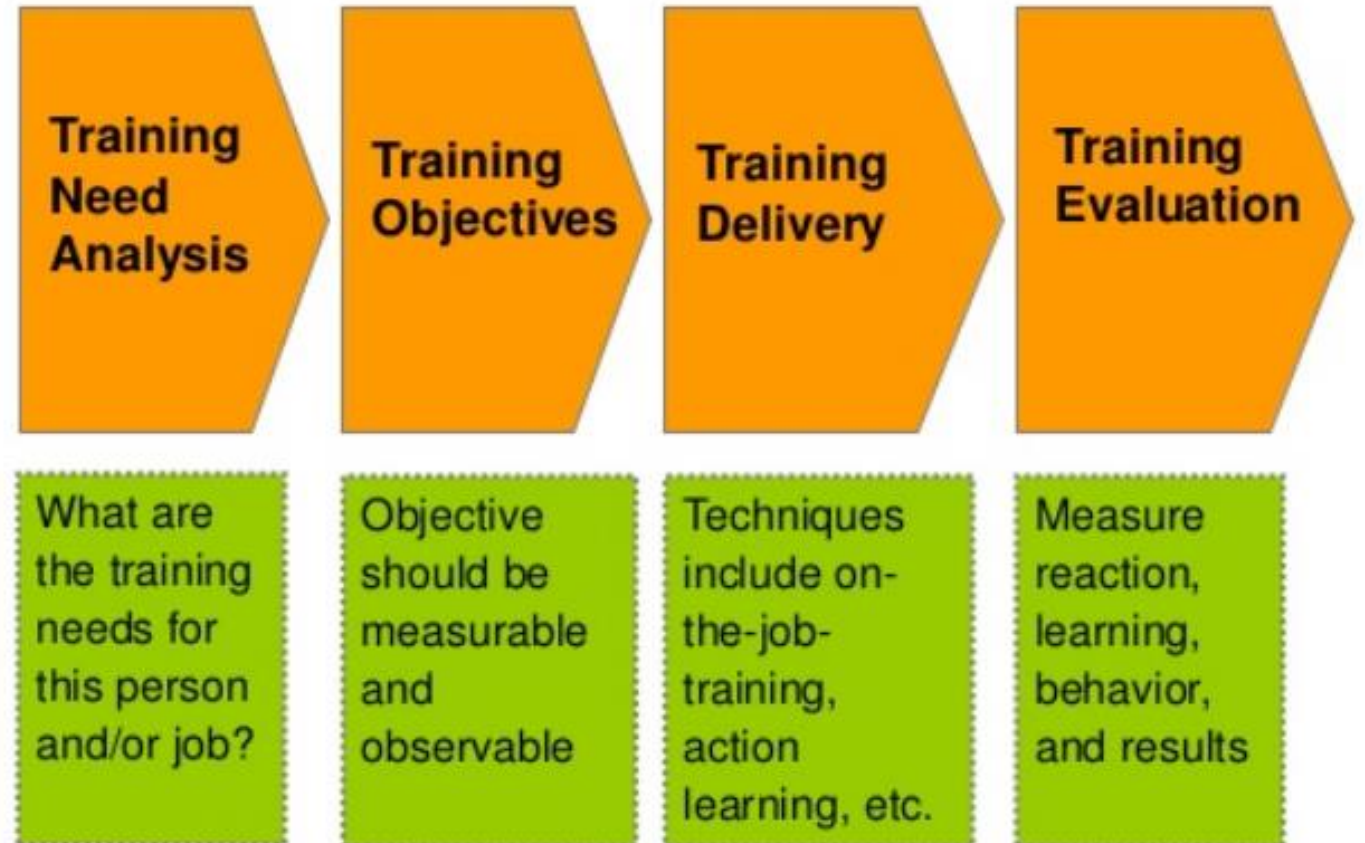
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# Choice of a Training Method

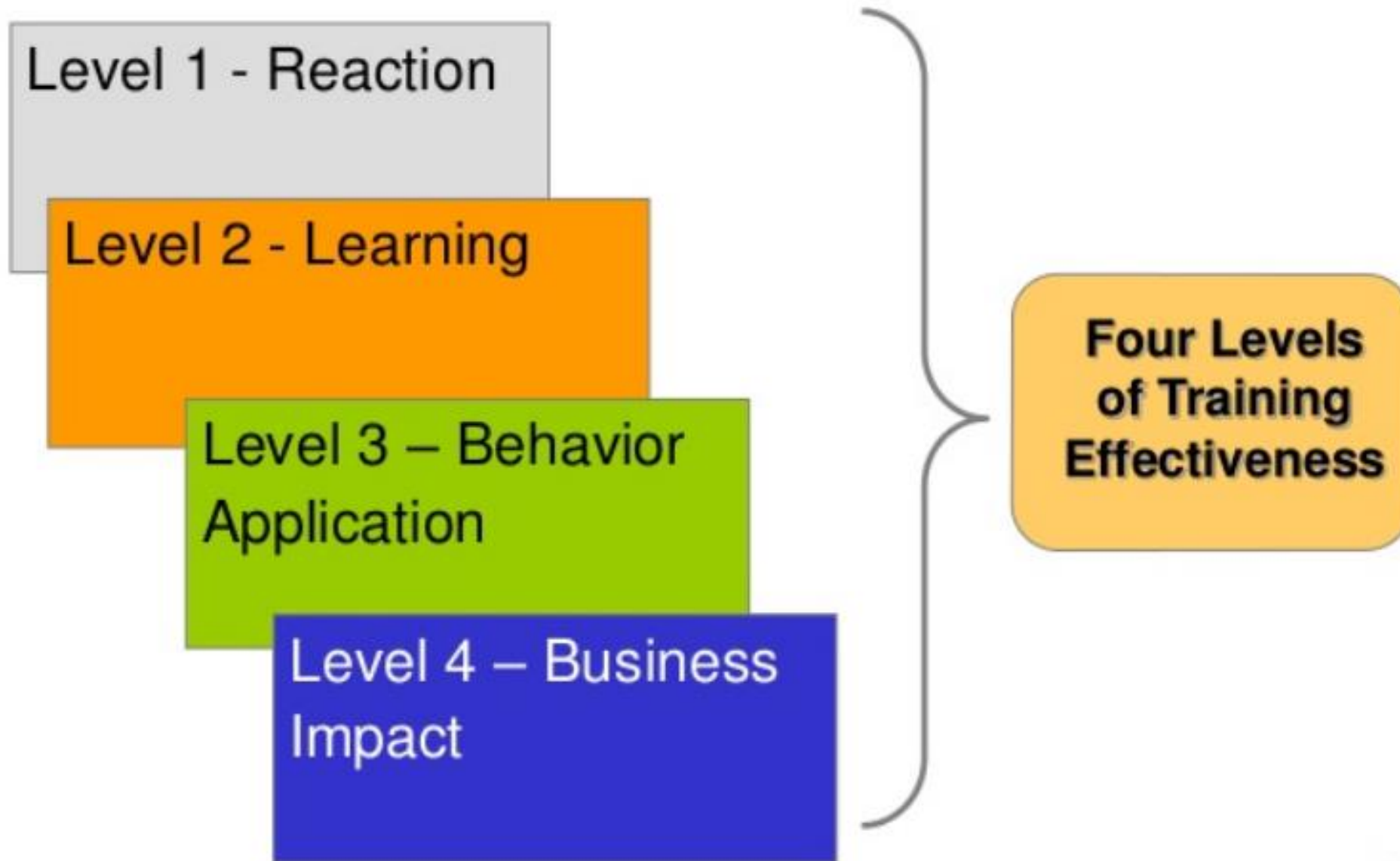
- The choice of a method will depend on the particular situation and the objectives of the training programmes.

**An analysis of some of the more important methods of training is given below:**

1. Case method
2. Incident process
3. Lecture method
4. Business games
5. Role playing



# Evaluation of Training



# Staffing – Benefits

- **1. Efficient Performance of other Functions** – Staffing is a key to the efficient performance of other functions of management. If an organisation does not have competent personnel, it cannot perform planning, organising and control functions properly.
- **2. Effective Use of Technology and other Resources** – It is the human factor that is instrumental in the effective utilisation of latest technology, capital, materials, etc. The management can ensure right kinds of personnel by performing the staffing function.
- **3. Optimum Utilisation of Human Resources** – The wage bill of big concerns is quite high. In order to get the optimum output from the personnel, the staffing functions should be performed in an efficient manner.
- **4. Development of Human Capital** – The management is required to determine the manpower requirements well in advance. It has also to train and develop the existing personnel for career advancement. This will meet the requirements of the company in future.
- **5. Motivation of Human Resources** – The behaviour of individuals is shaped by many factors such as education level, needs, socio-cultural factors, etc. That is why the human aspect of organisation has become very important. The workers can be motivated through financial and non-financial incentives.
- **6. Building Higher Morale** – By performing the staffing function effectively, management can show the significance it attaches to the personnel working in the enterprise. This will increase the morale of the employees.

# Few factors which influence staffing process:

1. Supply and demand of specific skills in the labour market
2. Unemployment rate
3. Labour market conditions
4. Legal and political considerations
5. Company's image
6. Company policies
7. Human resource planning cost
8. Technological developments
9. General economic environment.

# THE WAR ON TALENT



Human Resources (HR): How to  
**WIN THE WAR FOR TALENT**

### **3 strategies to attract top talent**

- Focus on mental health benefits
- Include financial wellness programs
- Consider flexible working arrangements

#### **GAME PLAN FOR WINNING THE WAR FOR TALENT**

**Present a winning story of why people should work for you**

**Don't control but encourage teamwork and collaboration**

**Cultivate employees' interests and show them you care**

**Let learning/development be tailored to each employee**

**Connect their job to a higher purpose**

**Give them opportunities to develop versatility and agility**

**Provide a meaningful and strong workplace culture**

<https://www.cleverism.com/hr-how-to-win-war-for-talent/>

<https://www.benefitdeck.com/3-strategies-to-win-the-war-for-talent-in-2020%E2%BB%BF/>

<https://sketchcorp.com/the-war-on-talent-how-to-win-candidates/>