HUMAN RESOURCE MANAGEMENT

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Session 1 & 2

Course Outline

S.no.	Name of the Module	Tentative No. of sessions
1	Introduction to HRM	4
2	Human Resource System Design	5
3	Functional Areas of HRM	10
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Organization consist of people with formally assigned who work together to achieve organization goals

Manager, person responsible for accomplishing the organization's goals

What MANAGERS ɔ?

1. **Planning**
2. **Organizing**
3. **Staffing**
4. **Leading**
5. **Controlling**
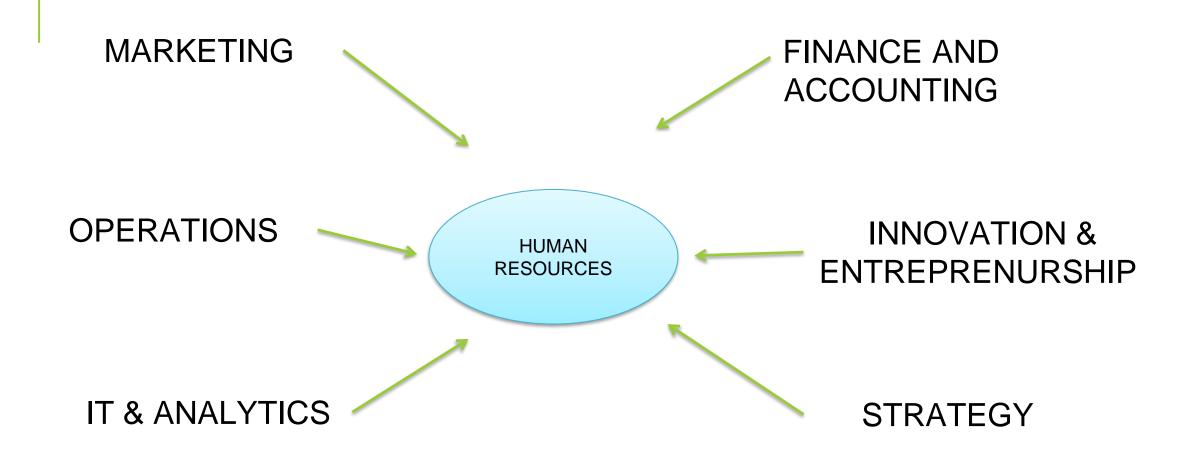
What Managers do?

Planning : Establishing goals and standards, developing rules and procedures; developing plans and forecasting

Organizing: Giving each subordinate a specific tasks, establishing departments; delegating authority to subordinates; coordinating subordinates work

Staffing: Determining what type of people you should hire; training and developing employees, setting performance standards, evaluating performance, compensating employees

Leading: getting others to get job done; maintain morale and motivation

Controlling: Setting standards and checking how actual performance compares to standard

MARKETING

FINANCE AND ACCOUNTING

OPERATIONS

HUMAN RESOURCES

INNOVATION & ENTREPRENURSHIP

IT & ANALYTICS

STRATEGY

What is Human Resource Management?

The process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health, safety, and fairness concern.

HR Philosphy

HR philosophy revolves around management's beliefs and assumption about people their nature, needs, values, and their approach to work. These beliefs and assumptions, then determine how people should be treated. There are three approaches for treating people: commodity approach, machine approach, and humanistic approach. In commodity approach, a person is treated like a commodity who can be bought or sold at a price as was the practice in old slavery system. In machine approach, a person is treated as a part of the machine that can be fitted like any other part. Both these approaches treat a person as physiological human being. In humanistic approach, a person is treated as human being having psychological.

HR Philosphy

Therefore, HR philosophy should take into account all these endowments of human beings more specifically; HR philosophy should be based on the following beliefs: 1. Human beings are the most important assets in the organization. 2. Human beings can be developed to a great extent as they have creative energy which is utilized only partially. 3. Human beings feel committed to their work in the organization if they develop belongingness with it. 4. Human beings are likely to develop a feeling of belongingness if the organization takes care of them and their need satisfaction. 5. Human beings contribute to the maximum if they get an opportunity to discover their full potential and to use it. 6. It is the responsibility of the organization to create healthy and motivating work climate characterized by openness, enthusiasm, trust, mutually, and collaboration

NAME OF THE MODULES	HRM DEFINITION
Planning, Recruitment, & Selection	ACQURING
Performance Management System	APRAISING
Training & Development	TRAINING
Compensation & Benefits	COMPENSATING
Employee Exit & Retention	FAIRNESS & LABOR RELATIONS

HRM FUNCTIONS AND OBJECTIVES

SOCIETAL : HRM seeks to ensure that the organization becomes social responsible

ORGANIZATIONAL : To assist organization in attaining its primary goals/objectives

FUNCTIONAL : To maintain contribution at level appropriate to the organization's need

PERSONAL : To assist employees in achieving their personal goals

HRM FUNCTIONS AND OBJECTIVES

HRM Objectives	Supporting Functions
Societal Objectives	Legal compliance Benefits Union-Management relationship
Organizational Objectives	Human Resource Planning Employee Relations Training and Development Performance Appraisal Placement
Functional Objectives	Performance Appraisal Placement
Personal Objectives	Compensation Training and Development Performance Appraisal Placement

is HR important ?

NO manager wants to,

- Hire wrong person for the job

- Experience high turnover

- People not performing

- Being taken court for wrong reasons

After Flipkart fiasco, IIM-A plans new norms

No solution has emerged in the Flipkart row so far, as both the institute and the company continue to stick to their demands.

Ashish Chauhan | TNN | 28 May 2016, 8:38 AM IST

After Flipkart fiasco, L&T Infotech now withdraws offe letters to 1,500 students

BS Reporter | Mumbai May 30, 2016 01:26 PM IST

HR GONE WRONG.

MAHINDRA AND MAHINDRA – Firing IT employee by HR

HR GONE RIGHT.

➤ NTPC was the ONLY PSU to feature amongst top 25 companies in the Aon Hewitt Best Employer study.

➤ Competitive selection process

➤ Attracting former employees to join back

➤ Intensive orientation program to groom MT & ET

➤ NTPC offers high quality welfare amenities like healthcare, residential township, and schools for children

Group activity

Based on your personal experiences, list one-two examples reflecting how you used (or could have used) Human Resource Management Techniques at work/school/college/ day-to-day life

Trends shaping HRM

Technology
- Dramatically changed how human resource managers do their jobs. Employers can access candidates via Facebook's job board.

Globalization
- Companies extending their sales, ownership, and/or manufacturing to new markets abroad.
- Dell assembles PCs in China. Free-trade areas—agreements that reduce tariffs and barriers among trading partners

De-regularization
- In many countries, governments stripped away regulations
- Establishment of private banks post deregulation

Trends shaping HRM

High-Tech Jobs
- "***knowledge-intensive high-tech manufacturing** in such industries as aerospace, computers, telecommunications, home electronics, pharmaceuticals, and medical instruments" is replacing factory jobs in steel, auto, rubber, and textiles.

Services
- Manufacturers are enabling companies ***to produce more products with fewer employees***.
- So, in America and much of Europe, ***manufacturing jobs are down***, service jobs up, and the manufacturing jobs that remain are increasingly high-tech.

Knowledge Work and Human Capital
- jobs require ***more education and more skills***

Non-Traditional worker
Nontraditional workers are those who hold multiple jobs, or who are "***temporary" or part-time workers***
Others serve as ***"independent contractors"*** on projects.

Trends shaping HRM

Demographic and Workforce Trends, Generation Y and Retirees
- The U.S. workforce is also becoming older and more multiethnic. The percentages of younger workers will fall.
- The problem is that there aren't enough younger workers to replace the projected number of baby boom–era older workers retiring.
- Generation Y is a double edged sword
-

Workers from Abroad
The H-1B visa program lets U.S. employers recruit skilled foreign professionals to work in the United States when they can't find qualified American workers

Economic Challenges and Trends

Trends shaping HRM

Trends

- Technological advances
- Trends in nature of work
- Demographic and workforce trends
- Globalization
- Economic Challenges

So companies must be

- More **competitive**
- Faster and **more responsive**
- More **cost effective**
- **Human capital** oriented
- **More scientific** and how do they make decision

HRM needs these competencies

- Be **strategic**
- **New way**s to HR services
- Adopt **talent management** to manage human resources
- **HR metrics**
- Use **evidence based HRM**
- Understand **HR philosophy**
- Impetus on **work ethics**

Evolution of HRM

Shift in HRM

1920's onwards

origins of the personnel function can be traced back ,

✓ To the 1920s with the concern for labour welfare in factories

✓ The Trade Union Act of 1926- gave formal recognition to workers' unions.

✓ Royal Commission on Labour gave rise to the appointment of labour officers in 1932

✓ Factories Act of 1948 laid down the duties and qualifications of labour welfare officers

1960's onwards

1960s –
✓ the personnel function began to expand beyond its welfare.

✓ origins with the three areas - labour welfare, industrial relations and personnel administration

1970s-
✓ Thrust of the personnel function shifted towards the need for greater organisational 'efficiency' .

1980s-
✓ Personnel professionals began to talk about new concepts such as HRM and HRD

2000s
✓ Strategic and change partner

The 'new' HR Manager

Focus more on strategy	Focus on improving performance	Measure HR performance and results
Evidence based HRM	Add 'Value'	Use new ways to provide HR services
Talent Management Approach	Manage Employee Engagement	Manage Ethics & understand their HR philosophy

The 'new' HR Manager

Focus more on Strategy
Assisting organization to address the 'bigger picture' issues

Formulating & executing HR policies and Practices

+

Produces employee competencies & Behaviors

=

Aids to achieve its strategic aims

Yahoo CEO wanted to improve company's **innovation** & **Productivity**
✓ Eliminated Telecommuting
✓ Adopted new benefits (16 weeks paid maternity leave)

Why are HR policies, procedures and practices important?

❖ They help develop your company culture.

❖ They help employees to understand what is expected of them.

❖ They reflect your business standards.

❖ They provide guidance and tools for managers to assist with the management of employees.

❖ They provide rules surrounding fairness, consistency and clarity.

❖ They ensure you're meeting your legal obligations in regards to employees.

❖ They help to integrate new staff members and bring them up to speed in the shortest amount of time.

How Do You Effectively Communicate HR Policies and Procedures to Employees?

- *Make sure the written documentation or guidelines made by the organization are easily understood by all employees to avoid inconsistency and confusion.*

- *Ensures all managers and supervisors are well trained and able to provide training to new employees as well.*

- *Ensure all employees and employers are properly trained in appropriate and inappropriate workplace behavior and work culture norms.*

- *Periodically review the policies and guidelines to ensure they are appropriate and up to date.*

Human Resource Management Policies

Employment Policies:

Guideline of the recruitment and selection process of new employees, as well as their orientation.

Employment Status And Records:

Provides access to individual employee accounts, personal files, background checks and performance reviews.

Employee Benefits:

Written terms and conditions defining employee benefits such as paid leave, insurance, holiday and employee reimbursements.

Human Resource Management Policies

Payroll:

Policies related to employee salary and wage, deductions and advances.

Workplace Guidelines:

Guidelines defining work arrangements like conveyance, flex time and use of company assets.

Employee Conduct:

Defining appropriate workplace behaviors and norms, conduct of employees, preventive measures to check substance abuse, harassment and workplace violence.

E- Policies:

These are guides informing employees on proper usage of the organizations information and fair use of the internet.

Human Resource Manager's Competencies

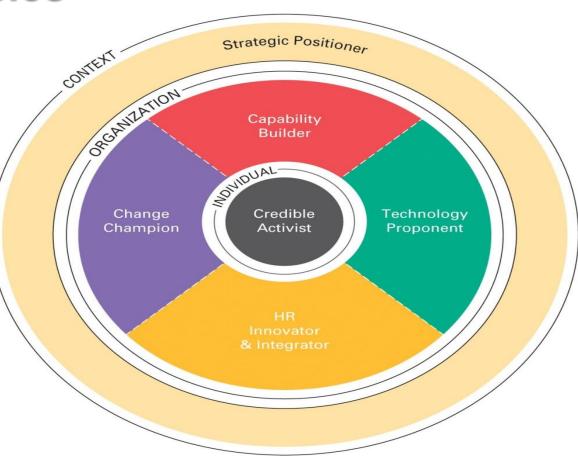**Strategic positioners-** helping to create the firm's strategy.

Credible activists- exhibiting the leadership and other competencies that make them "both credible and active.

Capability builders- creating a meaningful work environmen aligning strategy, culture, practices, and behavior

Change Champions- initiating and sustaining change.

HR innovators and integrators- developing talent, and optimizing human capital through workforce planning and analytics

Technology proponents- connecting people through techno

HR Challenges

1. Improving Diversity, Equity And Inclusion (DEI)
2. Paving The Way For Remote Work
3. Improving Change Management
4. Building Critical Skills
5. Equipping Future Leaders
6. Finding Talent During A Shortage
7. Providing Great Employee Experiences
8. Identifying Skills Employees Will Need Going Forward
9. Revamping Training Practices
10. Fostering A Healthy Work Environment