

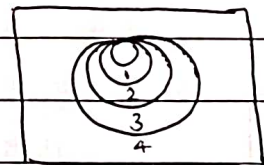
## Mod 1: Introduction

### ① Evolution of HRM

- HRM term emerged in 1970s (Until then: Personnel mgmt)
- Arthashastra states there existed a base for mgmt of resource in 4th century BC
- HR received mgmt's attention as early as 1800 BC
- Royal commission (1931) recommended labor welfare officers to deal with grievances
- Factories Act (1948) made it compulsory to have LW officers in org having more than 500 emps.
- IIPM & NILP were set up at Kolkata & Mumbai
- In 1980, professionals spoke about new tech, HRM and HRD.  $IIPM + NILP = NIPM$ .
- Focus was more strategy rather than administering
- In 1990s, focus shifted to human values & productivity through people

### ② Objectives

- Personal → Functional
- Organisational → Societal



### ③ Functions

<u>Personal</u>	TD, Appraisal, Placement, Compensation
<u>Functional</u>	Appraisal, Placement, Assessment
<u>Organisational</u>	HRP, Relations, Selection, TD, Appraisal, Placement, Assessment
<u>Societal</u>	Legal compliance, Benefits, Union mgmt relation

## ② Policies

- It is a plan of action
- Statement of intention committing mgmt to a general course of action

### ⇒ Benefits

- i) Gives thought to need of org & emp
- ii) Ensure consistent treatment of personnel
- iii) Continuity of action is assured
- iv) Serve as standard of performance
- v) Helps build emp motivation and loyalty
- vi) Resolve inter/intrapersonal intergroup conflicts

### ⇒ Few policies

- i) Hiring people
- ii) T&C of employment
- iii) Medical assistance
- iv) Housing, Transport allowance
- v) TEO
- vi) Industrial relation

### ⇒ Formulating a policy (Sources)

- i) Past practices
- ii) Prevailing practices
- iii) Attitude & philosophy of : Founders & lower mgmt
- iv) Knowledge & experience gained by handling issues

## ③ HRP uses and benefits

- Personnel needs are taken care of
  - Part of strategic planning
  - Create highly talented personnel
  - International strategies
  - Foundation for personnel bus
  - Increasing investment in HR
  - Resistance to change & move
  - Unit perspective of line & staff managers
- Other benefits



## ② Man power inventory

- Classification of characteristics of personnel in an org in addition to counting their number
- Term is often used in relation to counting of physical obj like raw materials, work in progress.
- First step, decide who should form a part of it
- Info about people is collected in considerable detail
- Summary of info is prepared about each person
- Pass this to talent catalogue.

## ③ Demand Forecasting

- Process of estimating <sup>quality</sup> and <sup>quantity</sup> of people required to meet future needs of org.

### → Reasons to perform this:

- i) Quantity jobs
- ii) Assess appropriate staffing level
- iii) Prevent shortage of people
- iv) Monitor compliance with legal requirements

### → Demand Forecasting Techniques:

- i) Managerial judgement
- ii) Ratio trend analysis
- iii) Regression analysis
- iv) Work study techniques
- v) Delphi technique
- vi) Flow models
- vii) Other techniques

eg:- Math model: 
$$E_n = \frac{(Lagg + G_n)^{1/n}}{y}$$

$E_n$ : Estimated level of personnel in demand

$Lagg$ : Aggregate value of business activity

$G_n$ : Total growth in business

$n$ : Productivity improvement (avg.)

## ① Job description

- Job Title
- Location
- Summary
- Duties
- Machines, tools, equipment
- Materials & forms used
- Supervision given / received
- Working conditions
- Hazards

## ② Job Specification

- Statement of human qualifications necessary to do the job.
- Education
- Experience
- Training
- Judgment
- Initiative
- Physical effort / skills
- Responsibility
- Comm skills
- Emotional characteristics
- Unusual sensory demand like sight, smell, hear.