

Semester - 8

Course :- 8th Semester
Subject :- Human Resource Management

Dt. _____

B+

Pg. _____

Basics of Human Resources Management (ED 004)

Book: T. N Chabria

6 Jan 21

Assignment - I

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2017UIT2599

Human Resource Management

I chose this subject because I was interested to know more about this field of study and also because I have not learnt anything about human resource management (HRM) until now. In my opinion, HRM is a field of study which deals with managing human beings as a resource ^{am} to fulfill a purpose. For example, in an organisation, managers have to manage employees working under them so that the organisation's goals are reached and their profits are maximised too. This human beings' management means determining a set of actions and behaviours that are to be followed as rules within an organisation.

Also, managing means enhancing the skills of human beings to exploit their full potential as a resource to meet the company's expectations and personal expectations of societal recognition and respect as well. In a bigger picture, HRM is useful for properly managing a country's population and use its citizens as a resource for maximising a country's GDP and also to make their standards of living better. This HRM may include rules to be followed by citizens of a particular country, like we have Fundamental Rights and Fundamental Duties in Indian Constitution. Also, HRM includes management programmes launched by government to sharpen the skills of students/ employees etc.

PPSTIURIS

Written at 1st reading

more or less clear

where are they from

Q Difference between efficiency & effectiveness
with 1 example each. (in about 100 words) Dt. 2023-24 Pg. 1

B+

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② # Responsibilities of HR Managers

- keep his employees in proper state of mind
- derived responsibilities from definition of HRM

RESPONSIBILITIES

1. Managing Organization

2. Human Resource Selection

① # Definition of HRM:-

HRM is the process of acquiring, training, appraising and compensating employees and attending to their labour relations, health, safety, and fairness concerns.

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Effectiveness vs Efficiency (Assignment -2)

- Effectiveness and Efficiency are two metrics to measure

the performance of HR department of a company.

- Effectiveness yields the ratio of results of activities to the achievement of objectives. It gives a measure of whether or not the desired goals are reached by the planned activities.

- Efficiency yields the ratio of outputs generated to the inputs required. It gives a measure of how much resources, time and energy is put into each task.

For example :- An HR department conducts a Training programme for its employees. This training programme is :-

① effective : if learning by each employee from this training is as desired.

② efficient : if total cost and energy put into conducting this training programme is comparatively less.

Note:

Definition is to be written word to word in exam.

Don't put your words in exam.

Aarzoo Gosain

2017VIT2599

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Dt.

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Earlier Personnel Management

→ no human touch to it

Difference b/w EPM & HRM

Dimension

PM

HRM

① Philosophy

It treats people as a tool
to be replaced when worn out

as valuable assets or

② Management

Routine activity to hire & maintain employees & maintain personal records

strategic activity integrated into strategic management of business.

③ Managerialism

It concentrates on monitoring people & work in terms of measurable output

It focuses on nurturing human talent.

④ Shared

interests of the organisation are more important

interests of both managers & employees are equally imp.

⑤ Responsibility

Responsibility rests with only HR Manager

rests with all the managers:- Top, middle & first line

⑥ Humanisation

It emphasises on the operative functions of the personnel manager

Emphasises on humanisation of management

[5 marks \Rightarrow 5 arguments
 10 marks \Rightarrow 10 arguments]
 → be specific & give examples

Dt.

Pg.

B+

Objectives of HRM

- Go through 8 objectives listed in the book.
- You can write appropriate objectives of your own

Functions of HRM

Managerial Functions

- ① Planning
- ② Organising
- ③ Directing \rightarrow Motivate employees with
- ④ Controlling
 - Career planning
 - Salary
 - reward
 - welfare
 - contract

Operative Functions

- ① Employment
- ② Development
- ③ Compensation
- ④ Appraisal
- ⑤ Maintenance
- ⑥ Motivation
- ⑦ Personnel records
- ⑧ Industrial relations
- ⑨ Separation

• Planning means the determination of personnel programmes that will contribute to the goals of the enterprise.

Q HRM is responsibility of every manager
 Yes or No. give 5 arguments for your answer

Assignment - 3

Q. Do you agree: "HRM is responsibility of every manager"? Give 5 reasons to support your answer.

Ans. Yes, HRM is the responsibility shared by every manager of a company because of the following 5 reasons:

- ① HRM is a multi-dimensional management of employees. It includes acquiring, training, appraising and compensating employees. It also includes giving attention to the labour relations, health, safety and fairness concerns of the employees. Therefore, to well-manage all these dimensions of HRM, it is divided between all the managers.
- ② Decentralised structure of HRM practices ensure smooth, efficient, flexible and timely functioning of large organisations. This reduces the burden on one HR manager and thus, the organisation becomes more productive.
- ③ Different needs of employees of different departments can be well understood by their respective managers. The managers of all the departments understand the qualities and functioning of the employees of their own departments, sorting out any conflicts if any.
- ④ The company delivers even in case of non-availability of one HR Manager as the responsibility of HRM is shared by every manager thus, making the company more reliable. This earns the company a goodwill in front of the customers.
- ⑤ Every manager with whom the responsibility of HRM is shared, learns the leadership and team management

skills. This in turn boosts the individual performances of all the managers involved in HRM and they become assets for the company. ~~and a~~

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order under and provide utility before 2017 in AARZOO GOSAIN

CASE STUDY-1 initially add to report 2017UIT2599

now to presentation Laptops - nothing in HRM

Q Find the reason that Mr. Mehta would have given to Franklin for giving resignation letter to him

Mr. Mehta, the General Manager of Hy-tech technology solutions may have proposed the following reasons to Franklin so that he would take back his resignation. These reasons are:

(1) Franklin's job as a finance executive is not a people facing job, Harsha's job as an employee counselor is. By nature of his job, it has become like this that not many people know him and it does not add up to that he is an introvert. People not recognising and giving him the attention he wants is what is bothering him but this should not trouble him because his job does not demand recognition from people as a barometer for his success. His performance as a finance executive will determine his success.

(2) Be comfortable with your own job and also the nature of your job. Franklin should accept and move on with it. He should stop comparing his job with Harsha's and be comfortable in his own skin.

(3) His not talkative behavior is one more reason that people do not know him. It is fine as long as he is performing well in his job as a finance

executive. If at all he wants that some people should know him, he could try to be a little approachable to people from his own side. This will result in people coming to know him well. It is a good idea to maintain such

- (1) There is no place for ego in your job. Everything has to be dealt with sensibility. Franklin should not have taken this resignation decision in the influence of his ego. He should think with an open mind that what is more important: his job or his ego? He should implement on the above said reasons for getting uncomfortable in his job.

CASE ANALYSIS WORKSHEET

Answers without being biased and logical

1. The key issues or problems in this case are:

(1) Understanding of the nature of one's job is not there. Franklin's job as finance executive is not all people facing job but Harsha's job as employee counselor is.

(2) People in recognizing Franklin is not a barometer for his success in performing it well is. Recognition from people is only an indicator of how sociable he is which is something he can work upon if he wants to. It is a good idea to

(3) Comparison of people with different jobs. Franklin should stop comparing his job to Harsha's and be comfortable the work he has to do. It is a good idea to

(4) Putting aside ego and thinking with an open mind. Franklin is not doing thinking with his brain but a brain full of ego. Mr. Mehta suggested him to think with a clear mind. It is a good idea to

- (5) Talkative and non-talkative behaviour can be changed.
It is not permanent that Franklin should resign from his job as he is an introvert. He can definitely alter his behaviour to suit his satisfaction from his job.

Ans 2

2. Prioritizing the problems listed above:
- 1) Understanding the nature of one's own job
 - 2) Stop comparing your job and yourself to other people. Every body has to run their own race.
 - 3) Recognition from people is another what determines your success as a finance executive. Franklin's performance will make him successful, which he is doing well.
 - 4) No place for ego issues in job. Franklin should think with an open mind and be unbiased in his opinion.
 - 5) Behaviour can be changed to suit one's own needs. Franklin can become more talkative if he wants.

Ans 3

3. → Yes, it definitely fits it is necessary to identify the cause of the problem which, in my opinion, here is that Franklin is not understanding that his job as a Finance executive does not demand him to face people and as a result, not many people know him. It also establishes him as a valuable asset.
- If this problem would not have been identified by Mr. Mehta then it would have resulted in the loss of a valuable asset of the company, which is Franklin.
- Franklin started thinking clearly after Mr. Mehta gave him suggestions and he took back his resignation which could have been a great loss on his professional part too.

Ans4

The options available are:

- ① ^{Don't leave job and} change his behaviour and be a little more talkative and approach people from his own initiative so that more people recognise him.
- ② Definitely take back his resignation and understand that his job does not demand him to face people. So, stop comparing your job to Harsha's.
- ③ ^{Don't leave job and remember} Recognition from people does not determine your success so stop thinking by your egoist attitude that this is all that matters.
- ④ leave job and seek another one

Ans5

Evaluating the above options:-

- ① ^{Don't leave job and} changing his own behaviour

<u>Pros</u>	<u>Cons</u>
<ul style="list-style-type: none"> • he will become more sociable • people will get to know him better • he will enjoy his new found attention 	<ul style="list-style-type: none"> • He could become overly people pleaser • people would dislike his sticky behaviour if overdone by him

- he will become more sociable
- people will get to know him better
- he will enjoy his new found attention

- He could become overly people pleaser
- people would dislike his sticky behaviour if overdone by him

- ② ^{Don't leave job and} have an understanding of his job nature.
- ③ Understanding nature of his job and take back his resignation. Stop comparing yourself to others.

	<u>Pros</u>	<u>Cons</u>
-	result in retention of company's asset & more revenue, my opinion.	No disadvantages in
-	result in saving his own professional career by saving his job	
-	satisfaction if you don't have to compare yourself to others.	
(3)	Don't seek recognition from other people & don't be egoistic.	
	<u>Pros</u> : satisfaction from doing what it can become a recluse if will start to work willingly & you don't care about other people.	<u>Cons</u> : it's egoistic.

	<u>Pros</u>	<u>Cons</u>
(4)	leave job and seek another one.	leaving a good job because of ego is not good finding another job which suits is more difficult.

Ans 5: Most optimum solution is 2nd option, followed by a balanced approach towards 1st & 3rd options together.

Ans 7: How this solution is to be implemented?

Step 1: Take back resignation

Step 2: Understand nature of your job

Step 3: Stop comparing for better performance

Step 4: Become more talkative if you want to be more sociable. Be balanced in this approach.

5: Focus on your performance and not on what other people think about you

6: take decisions with a clear mind not with ego.

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CASE STUDY - 2

SCENARIO AND ANALYSIS

Q1 Is there a problem(s) here?

Ans Yes, definitely there is a problem here in this case. People are having a difficult time adjusting with each other's behaviours and attitudes which can be clearly seen in the conversations between them.

Some instances from the case which show that there is a problem in the daily functioning of Northview Servicing Centre are:

① "His problem was Dorothy Rogers or, more exactly, the way he felt about her." → He is James Washington, the Centre Manager

② The whole exchange between Hank Waters and Dorothy Rogers which made the observer (James) uncomfortable.

③ Constant fighting between Dorothy and Bonnie Johnson over their job duties. After this confrontation by James and giving an ultimatum to both of them, show that there is a problem. His bossy attitude is being reflected from his dialogue; "I am the one running the show here."

④ The events which took place on the closing and the conversation between James and Dorothy. These events clearly show that James do not like the work attitude of Dorothy.

Q2

What is (are) the problem(s)?

S - XAUVE 32A)

Ans

As mentioned in the earlier question, the problem in this case is that people are having a difficult time in adjusting with each other's behaviours and attitudes and this is affecting the functioning of the company.

The attitude problem is evident by the following instances:

- ① Dominating and arrogant nature of Dorothy which reflects in the conversation between her and Hank.
- ② Constant fightings between Dorothy and Bonnie.
- ③ Self-centered attitude of James which is reflected in the conversation between him and Dorothy and Bonnie.

Q3

What should be done?

Ans

Changing one's attitude is not easy and one does not do it unless something very drastic happens. The solution, in my opinion, is that as no one will try to change their attitudes, they should try and adjust with each other or they should work in separate departments. By this, the functioning of the company will not be hampered.

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- Q) HR is a creature of, and serves the business strategy.
Do you agree? Give 5 arguments for your answer.

Yes, I agree with the statement that HR is a creature of, and serves the business strategy. This basically means that HR is both a part and the driving force of the business strategy. The 5 arguments in support of my answer are:

① HR department is not a stand alone department of a company. The HR manager has to ensure that all departments are performing well according to their business strategy and along this HRM practices are also being conducted successfully.

② The company's profit is an overall result and not one individual department's result. HR managers are the part of this overall result and not the only result.

③ HRs nowadays are bound to have knowledge of human resource management and along with this, they should also have the knowledge of the functioning of different business areas. For this, they should know the business strategies of those areas/departments.

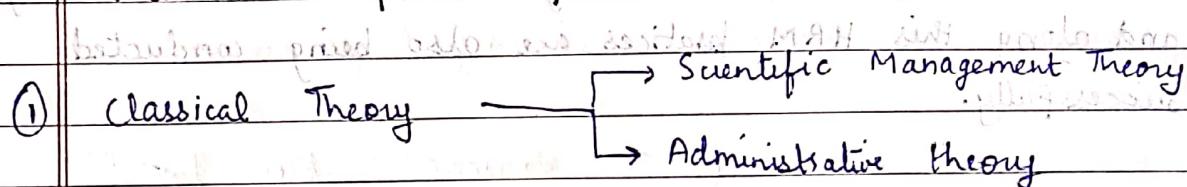
④ HRs tailor their practices of HRM according to the business strategy to maximize the profitability of the company. This nature of HRs is seen in most of the successful companies nowadays.

⑤ Let us take an example. If HR managers are only concerned with their own department and their own business strategy only and not consider the company's

If people at business strategy, then their responsibility of acquiring new employees will be hampered drastically. In the sense that HR managers will be able to recruit people for only the HR department and not for any other department. This could only happen if HR existed in vacuum but this is not the case here in most of the successful businesses. This example clearly justifies the given statement.

~~18 Jan 2021~~ *** Remember names of scientists & years for exam.**

Evolution & Growth of HRM



(2) **Neoclassical theory** → it is a further development of classical theory and expansion of the scientific management foundation.

(3) **Modern Theory** → based on the industrial first position of Taylorism and scientific management.

(1) **Classical Theory** → it is a further development of neoclassical theory.

↳ It is a further development of neoclassical theory.

→ The classical writers have viewed organisation as a machine and human being as different components of that machine. These components need to work together.

→ Their approach gave less attention to facilitating and constraining factors in the external environment.

→ It is a further development of neoclassical theory.

→ This was known as 'piece wage system'.

(1) **Scientific Management Theory / Physiological Organisation Theory**

→ Taylor's contribution were based on behaviour supporters.

→ His supporters for this plan were Raymond

Frank Gilbreath

Lillian Gilbreath

Henry Gantt

Harrington Emerson

This theory is also known as Physiological Organisation Theory.

The scientific management group has been more concerned with the kind of tasks that are performed on the production floor or at the operative levels.

2 Reasons for focus:

(a) These were largely repetitive such that the daily activity of any worker could be divided into a large no. of ~~cyclic~~ circular repetitive same or similar activity.

(b) These tasks do not require complex problem solving but will always require some routine work.

(2) Administrative Theory (Departmentalisation)

Weber (Father of bureaucracy)

Fayol (Father of administrative Management theory)

Gulick

Sheldon - Reiley

Mooney - Urwick

~~Reiley~~

~~Urwick~~

* The similarity between scientific management & administrative management theory is that both of these theories treat organisation as a closed

system. However, the administrative management theorists tended to carry their analysis at least at the level of wisdom & insight.

① Weber and Classical Theory

Administrative Theory

He emphasised that bureaucratic organisation is the most rational means of carrying out imperative control over human beings. A bureaucratic organisation is characterised by specialisation, hierarchy of authority, rules, impersonal relations and trained administrative personnel.

② Fayol and Classical Theory

He has observed the organisational functioning from a manager's point of view and he found that activities of an organisation can be divided into 6 groups; These 6 groups are:-

- 1) technical
- 2) commercial
- 3) financial
- 4) security
- 5) accounting
- 6) managerial

Managerial activities

↳ 1 Planning

↳ 2 Organising

↳ 3 Commanding

↳ 4 Co-ordinating

↳ 5 Controlling

These 5 Managerial activities formed basis of administrative theory.

→ 14 Principles / Fayol's Principles of Management :-

- 1) Division of Work
- 2) Authority & Responsibility
- 3) Discipline
- 4) Unity of Command → most imp. principle
- 5) Unity of Direction (joint power and unity of command)
- 6) Subordination of Individual to general interest
- 7) Remuneration of Personnel is fair
- 8) Centralisation
- 9) Scalar chain
- 10) Order
- 11) Equity
- 12) Stability of tenure (constant but sufficient)
- 13) Initiative
- 14) Esprit de Corps

(1) Division of Work

The objective of division of work is to derive the benefits from the principles of specialisation.

(2) Authority & Responsibility

Authority → Personal authority

Authority → Official authority

Intelligence

experience

moral worth

} make the specialisation

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(3) Discipline

Either it can be imposed by superiors or it can be self-imposed

(a) Scalar chain

- Gang Plank

(10) Order

→ There should be → A place for everything and everything should be on its place.

- Henri Fayol

"Right man in the right job."

(11) Equity

(Justice and kindness)

(12) Stability of Tenure

- Heads of organisation should not change quickly.

(13)

Initiative is given for members to participate in

- for employees to participate and take decisions

(14) Esprit de Corps

"Union is strength"

Division of Work

By Adam Smith

in his book "Wealth of Nations"

Six functions on which division of work can be done

- By Fayol :-

1) technical 2) Commercial 3) financial

4) Security etc.) 5) Accounting 6) Managerial work

functions of management

Departmentalisation

Departmentalisation based upon the nature of work

2 Scientists: Gulick & Urwick

→ 5 bases for grouping :-

1) Purpose

2) Process

3) Clientele, with different client organisations

4) Place

5) Time

#(2) Neo Classical Theory (1930 - 1960)

- Humanistic approach

→ " Behavioural theory of Organisation"

→ "Human view of Organisation"

→ "Human relations approach in organisation"

Hawthorne Studies → (imp) : questions in exam. jba.

1924 - 1933

By Elton Mayo

"Western Electric Co."s

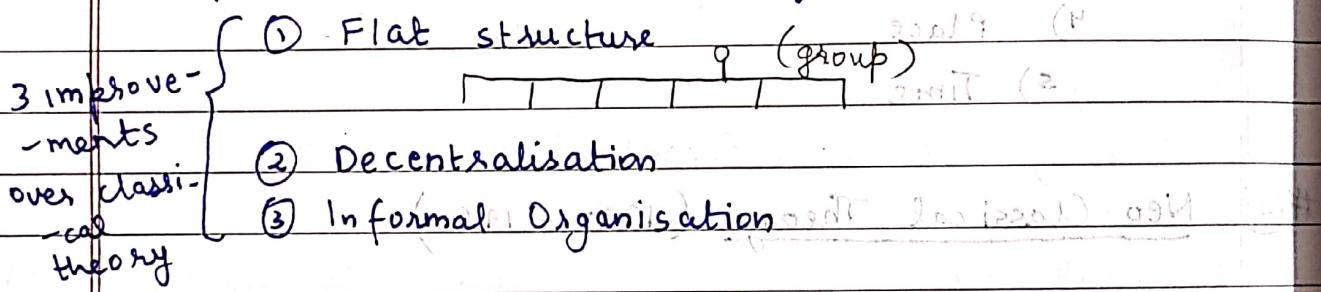
Behavioural approach

↳ Mc Gregor X & Y theory

↳ Herzberg 2 factor theory

↳ Managerial grid

- Closed system ~~for members~~ ~~exists in environment~~
 - Organisation in general is a social system
 - Man is diversely motivated & wants ~~to fulfil~~ ^{realization, growth, development}
 - Often a man behaves irrationally in terms of rewards.
 - Necessity of Communication
 - Team
- Difference from Classical Theory



3) Modern Organisation Theory (MBT)

- General System Theory (GST)
 - open System
 - Adaptive structure
 - Dynamic
 - Probabilistic approach
 - Multi level and Multi dimensional
 - Multivariable
 - Integrated approach
-

MOT Approaches

1) Systems Approach

2) Contingency approach

Linking theory (Process)

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① Systems Approach

→ given by : - Carzo and Yanongas

- Kast & Rosenzweig

- Senlu

most imp. work.

Subsystems:

Technical subsystem

Social subsystem

Power subsystem

Mkt department

Subsystem head

Linking

Harmonization

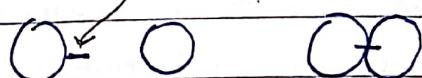
→ The Linking Process or Theory

The various parts of the org. are inter-linked by certain activities which are known as linking processes. The overall system has to move towards equilibrium with the help of these linking processes.

Proposed by Scott - 3 processes :-

- ① Communication
- ② Decision
- ③ Balance (harmony)

→ Linstead's Linking Pin Model



Organisations can be seen as systems of interlocking groups and these interlocking groups are connected by individuals who occupy key positions of dual membership serving as

Linking terms between groups: TQM

Kahn et al's

Overlapping role sets model

② Contingency / Situational Approach

↓ active

↓ passive

Based on Skinner's behaviourist theory

Strategic HRM

① Embrace technology & analytics

② Understand Employees' life stages

③ Change your mindset

④ Shift from being reactive to proactive

⑤ Spend time on your employer brand message

Additional notes and feedback can be left in the Q&A section after the video ends.

Q: What is the difference between management and leadership?

A: Management is about getting things done, while leadership is about inspiring people to do things.

Q: How does leadership differ from management?

A: Leadership is more focused on vision and influence, while management is more focused on tasks and processes.

Q: What is the relationship between management and leadership?

A: Management and leadership are closely related, as management involves leading and influencing others to achieve organizational goals.

Q: How does leadership differ from management in terms of style?

A: Leadership styles can vary greatly, but often involve being visionary, inspiring, and motivating others to work towards common goals.

Q: How does management differ from leadership in terms of focus?

A: Management focuses on day-to-day operations and ensuring that tasks are completed efficiently and effectively.

Q: How does leadership differ from management in terms of scope?

A: Leadership typically has a broader scope than management, as it involves influencing and guiding entire organizations or teams.

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Hawthorne studies

Elton Mayo

Elton Mayo was a professor of Industrial research at Harvard university. He was born in Australia in 1880 and he worked from 1926-1949. He was the first one to make sense of the experiments conducted under Hawthorne studies.

Hawthorne studies

Hawthorne was a Western Electric company in Cicero, Illinois. Hawthorne studies were a large group of productivity studies/experiments conducted between 1927 and 1933 that collected large data sets. These studies were a 4 part experimentations which were:-

① Part 1 : Illumination experiments (1924-27)

To conduct this experiment, 2 groups were created. A control group and a group with improved lighting conditions. The productivity of the latter group increased. Then, the lighting was decreased for the control group and result was its productivity also increased.

Also this increase or decrease in lighting led to employee satisfaction.

② Part 2 : Relay Assembly Test Room study (1927-1929)

Under these test two small groups of 6 female telephone relay assemblers were selected. Each group was kept in separate rooms.

Changes were made in working hours, rest periods, lunch breaks from time to time. They were allowed to choose their own rest periods and to give suggestions. Output increased in both the control rooms. It was concluded that social relationship among workers, participation in decision making had a greater effect on

productivity than working conditions.

③ Part 3: Mass Interviewing Programme (1928-1930)

21,000 employees were interviewed over a period of three years to find out reasons for increased productivity. It was found out that when workers are allowed to talk freely about matters which are important to them, their productivity increases.

④ Part 4: Bank Wising Observation Room experiment (1932)

A 14 male workers group was placed in bank wising room for 6 months and each worker was given pay proportional to the productivity of the group as a whole. The researchers thought that efficient workers would put pressure on non-efficient workers to perform but it was found out that the group established its own standards of output and social pressure was used to achieve those standards of output.

Hawthorne studies result: Hawthorne effect

What ever happened as a part of Hawthorne studies was analysed by Elton Mayo and Hawthorne effect was propounded. It states that productivity of an employee increases when he or she is being supervised or monitored. This explains why productivity of workers increased in all four experiments, that means productivity has a psychological aspect to it. It states that if employees of organisation are treated in a humane way, they will perform better.

Mayo's Theory of Motivation

To further analyse what was going on in Hawthorne studies, Elton Mayo gave his theory of motivation. This theory contains an employees' group performance matrix given below.

Impact of Norms		Impact of Group Cohesiveness		
High Impact	Less +ve Impact	high +ve Impact	less -ve Impact	no Impact
High Impact	Less +ve Impact	high +ve Impact	less -ve Impact	no Impact
Less +ve Impact	No Impact	high +ve Impact	less -ve Impact	no Impact
No Impact	-ve Impact	less -ve Impact	no Impact	no Impact

If we think of 'Norms' as whether positive (+ve) or negative (-ve) behaviours are encouraged by group and 'group cohesiveness' as how well employees get along with each other in a group, then the 4 types of group have the following impact on their own performance: -

(1) No impact on productivity.

Very inefficient because no sense of group working and no behaviours are encouraged.

(2) -ve impact on productivity

The group cohesiveness is more but positive behaviours of each employee are not encouraged. So, -ve tendencies start to propagate and group starts to fall apart.

(3) less +ve impact on productivity

The group cohesiveness is less but positive behaviour is encouraged by each employee for his/her own benefit. There is no sense of group productivity only personal productivity is kept in mind.

B+

- ④ high +ve impact on productivity + overall group
This group has the highest productivity because sense of group working is much more and positive behaviours are encouraged by group as a whole.

Elton Mayo proposed that an organisation should try to perform in standards as stated by type ④ groups and employees should be treated humanely by their managers for the organisation to have greater productivity.

Criticisms of Hawthorne studies

The main criticism was that these studies were thought of as being manipulative because in the pretense of caring for the psychology of the employees, the studies are only interested in employees' productivity in conclusion.

UNIT:2 - Challenges of HR

[Knowledge workers,

Flexi options]

Knowledge workers → Hardware

Software

- term coined by Peter Drucker
in 1959.

Blue collar → factory job

white collar → office job

Characteristics:

1- Knowledge workers want

* new one

'Autonomy': want to be their own boss.

gold collar] knowledge

2- Want challenging work.

3- Want recognition, rewards for their efforts.

* Their tacit knowledge is referred to as 'Wetware'

3 ways HR manager needs to take:

① Encourage employee autonomy

② Tell your managers to be a coach rather than supervisors.

③ Create a strong sense of purpose within employees.

↳(motivate team cohesion)

Flexi Options

• Flexible work arrangements that can be made.

• ways by which HR managers deal with conflicts of knowledge workers

Various Flexible options:

① Flex time 8 hours

12 - 3 pm

- start to

- quitting

(2)

Flex place

L Telecommuting

(3)

Job sharing

(4) Expanded leave

(5) Vacation time flexibility

(6) Phased retirement

(7) Partial retirement - retired personnel working part time

(8) Work & family programmes

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WORKFORCE DIVERSITY

According to Moorhead and Griffin, "Workforce diversity is concerned with the similarities and differences in such characteristics as age, gender, ethnic heritage, physical abilities and disabilities, race and sexual orientation, among the employees of organisations." The elements like age, race, gender (which do not change over time) constitute the primary dimensions of workforce diversity. Other elements which can change over time like communication style and health habits etc. make up the secondary dimensions of the workforce diversity.

As India is a diverse nation where many cultures co-exist, having diversity in organisations is not surprising. In fact, effective management policies have to be made by the managers of the organisations so that full potential of all the employees can be utilised. This is not only true in Indian context but it is also valid overseas also.

These are many advantages of having a diverse workforce in organisations like:-

- 1) Companies will attract more customers as diverse employees will be able to better communicate better with diverse customers.
- 2) Companies will have more employee retention.
- 3) Less chances of getting stuck in cases of discrimination and cultural insensitivity often resulting in legal disputes.
- 4) Companies with diverse workforce are able to present their products and services in a better way.
- 5) Today's global market demands a diverse workforce. An organisation having this will have an edge over others.

1 Feb 21

Workforce Diversity: Definition

Workforce diversity is concerned with the similarities and differences in such characteristics as age, gender, ethnic heritage, physical abilities and disabilities, race and sexual orientation, among the employees of organisations.

Dimensions of Diversity

Income & financial position	Age and career stage	Health habits
Communication style	Race and gender	Religious beliefs
Ethics & customs	Physical & Mental abilities	Education & training
Relationship status	Sexual orientation	General appearance

Primary dimensions:

Secondary dimensions:

- core elements of organisation → can be modified by training to an extent
- do not change
- part of self-image (age, ethnicity, sex, religion)

Reasons for growing interest in WD these days:-

1. Service economy is growing rapidly in recent years
2. Globalisation of markets
3. Mergers and strategic alliances
4. Work Teams tend to be assigned more autonomy right
5. Changing composition of workforce
6. Legal Requirements

if you don't know
ans. leave it don't write
nonsense. Pg. 147

B+

7. More demand for knowledge workers.

Challenges of WD:-

- ① Gender Relations
- ② Cultural Conflicts
- ③ Discriminatory Treatments

Advantages of WD:- & Reasons :- To be done khud se

Management of Diversity in Organisations

- ① Top management inclusion in WD
- ② Change of employment policies
- ③ Creation of support groups
- ④ Diversity Training program → aimed at sec. elements
- ⑤ Diversity monitoring mechanisms

Don't write
about diversity
in environment
only

more significant in org. { common dip. resources are to share }

multicultural

with diverse staff

different idea

(lead to turborg p.m.)

turborg p.m. I)

positive toward to the

resistant M&M maintained

resistant M&M creates more 'resistance' and 'eff.'

resistant M&M creates more 'resistance' and 'eff.'

right has contribution with resistance to progress

resistant M&M creates more 'resistance' and 'eff.'

5 Feb 21

→ ma'am gives applied ques.

check previous years papers
Last year & last to last year

Dt.

Pg.

B+

Emerging challenges of HRM

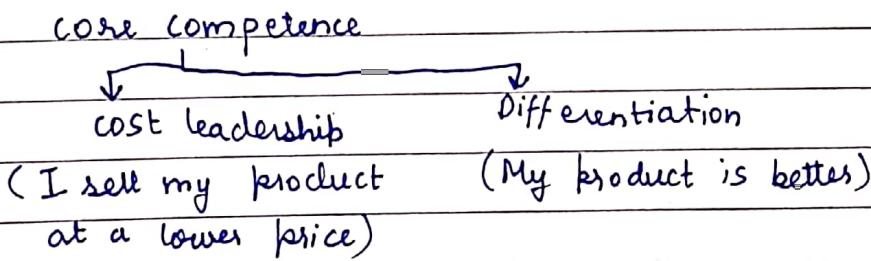
- HR managers are known as 'Change agents' or 'Change facilitators'.

Challenges:

- (1) Managing Workforce Diversity
- (2) Meeting aspirations of employees
- (3) Empowerment of employees
- (4) Management of human relations
- (5) Dynamic personnel policies and programs
- (6) Building responsive organisation
- (7) Creating Dynamic work culture
- (8) Building core competence & creating competitive edge advantage.
- (9) Outsourcing HRM functions.
↳ giving it to third party

- Point meaning
- Role of HR manager

} if ques on challenges comes



(9) Outsourcing HRM functions

The term 'outsourcing' means getting some service from external service providers or agencies rather than performing it within the organisation and this practice is known as Business Process Outsourcing (BPO).

Don't write differences from book.

Write the ones listed here.

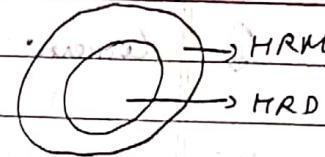
Dt.

Pg.

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UNIT 3

Human Resource Development (HRD)



Human Resource Development may be defined as a continuous process to ensure the development of employee competencies, dynamism, motivation & effectiveness in a systematic and planned way.

Differences between HRM and HRD

Basis for comparison

HRM vs HRD

Definition

Function

① Meaning

HRM refers to the application of principles of management to the development function of managing the people that intends to work in the org. and improve the performance of people working in the org.

② Function

Reactive

Proactive

③ Objective

To improve the performance of employees by developing their skills, knowledge & competency of employees.

④ Process

Routine

Ongoing

⑤ Dependency

Independent

It is a sub-system.

Entire management func.

It is a subset of HRM

Premium

And remember HRD is not human resource department
X HRD is not human resource department Pg. B+

contd.

⑥

Concern

People only

Development of

(HRD) interest about entire orgn.

#

Nature of HRD

①

Systemic Perspective

②

Behavioural Science knowledge

③

Continuous process

④

Quality of Life

#

Mechanisms or Instruments of HRD

1)

Performance appraisal

2)

Potential appraisal

3)

Role analysis

4)

Job rotation

5)

Counselling skills

6)

Job enrichment programme

7)

Training & development

8)

Career planning

#

Objectives of HRD

[Go through objectives & benefits of HRD from book.]

Imp

HRD in Indian Industry [can come for 5 marks]

→ It began in 1970s

→ Larsen & Toubro : first company to implement HRD

→ 1st workshop on HRD in 1979

→ XLRRI (Xavies Labour relations Institute) : First ~~school~~ Institute to open centre of HRD

→ National HRD Network was established in 1985

Private sector

- Ashok Leyland
- Voltas
- Asian Paints
- Crompton Greaves

Public sector

- Indian Oil Corporation
- State Bank of India
- Bharat Heavy Electricals
- Steel Authority of India

→ Now a separate HRD ministry

(apprentice training)

(apprentice licensing)

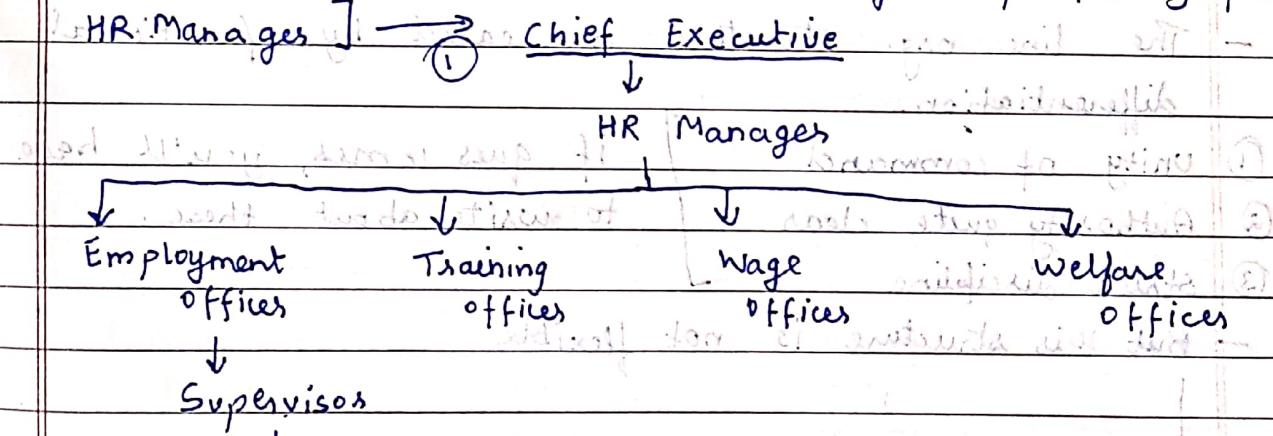
10 Feb 21

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Organisation of HR department

- ① Line organisation
- ② Line & staff org.
- ③ Functional org.
- ④ Project or Matrix structure of org.

① # Line organisation [Line chart diagrams specifically for HR Managers]



- Under this structure, the line of authority flows vertically from the top most exec. to the lowest subordinate throughout the enterprise.

- Authority is max. at the top and then it goes on decreasing towards middle and approaches zero at the bottom.

- oldest form
- simplest form
- Military or Scalar form

[General line diagram] (2)

Chief Executive

General Manager
Plant I

General Manager

Plant II

Product Manager

Marketing Manager

HR Manager

Employment Officer

Training Officer

Wage & Welfare Officer

- The line org. structure is created by functional differentiation.

- ① Unity of command
- ② Authority quite clear
- ③ strict discipline

- But this structure is not flexible

It forces the line executives in their individual fields to perform additional duties requiring special knowledge for which they may not be specially fitted.

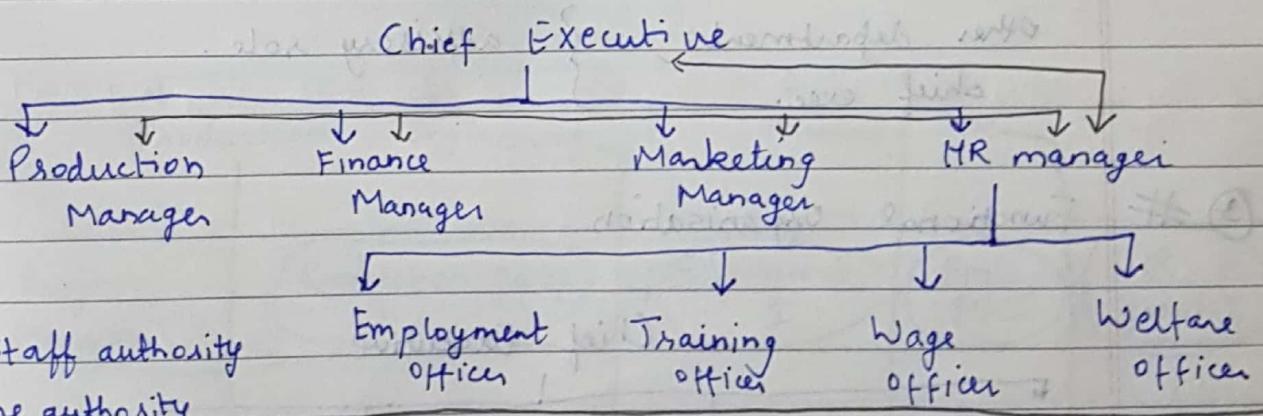
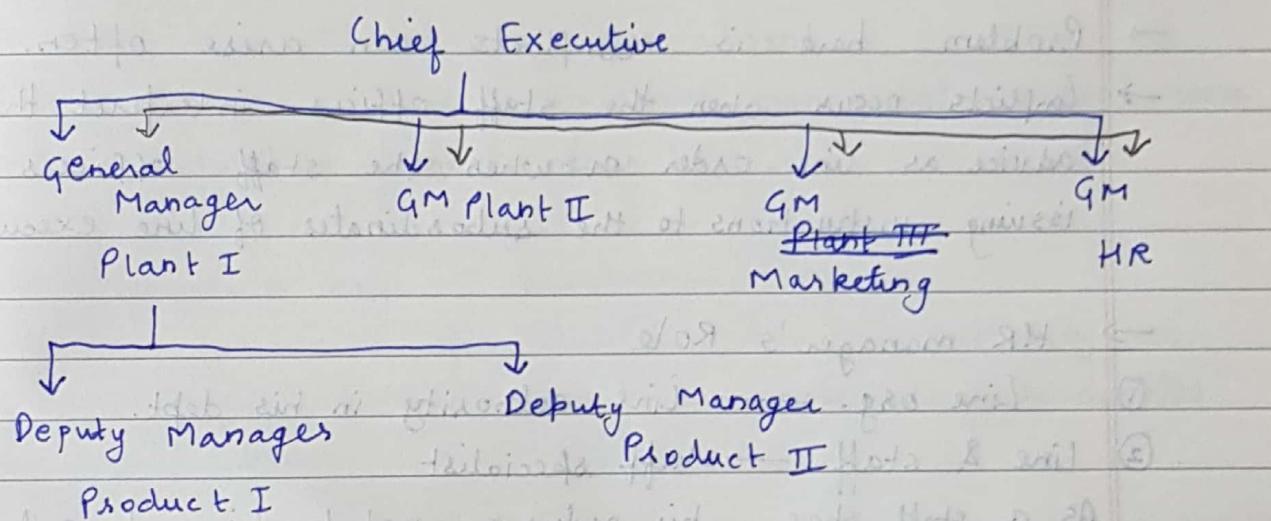
Status of HR manager in line authority

HR Manager has direct control over employment, Training, wage & welfare officers and each

officer has direct authority over those working under him.

Here, the HR manager is directly accountable to the chief exec.] → drawback of Line authority org.

#② Line & Staff Organisation



→ Line refers to those positions & elements of the org. which have the responsibility & authority and are accountable for accomplishment of primary objectives.

→ Staff elements are those which have the responsibility & authority for providing advice & service to line in

attainment of primary objectives.

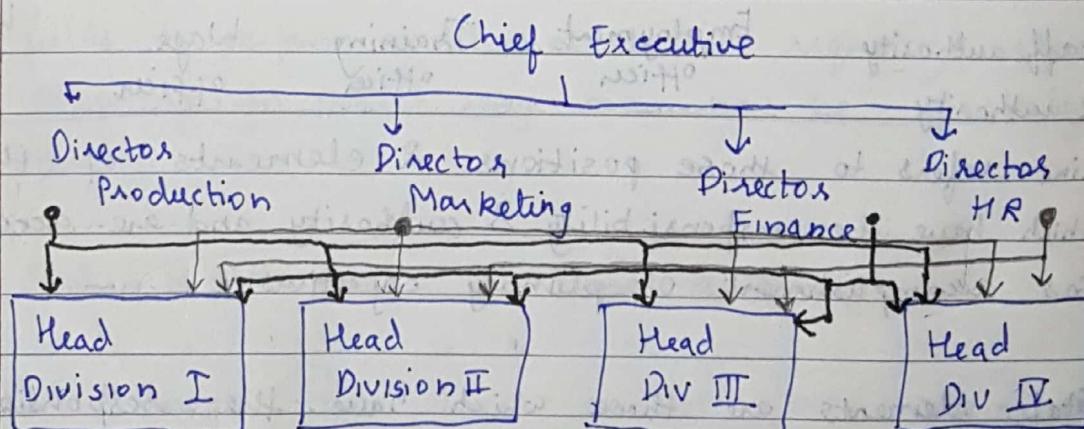
- In order to achieve the benefits of expert advice, the line & staff structure was developed. Here, staff officers who are functional experts are engaged to advise the line executives.
- Problem here is conflicts can arise often.
- Conflicts occur when the staff officers interpret their advice as line order or when the staff officers start issuing instructions to the subordinates of line executives.
- HR manager's Role
 - ① Line org. → Line authority in his dept.
 - ② Line & staff. → staff specialist

As a staff spec., his orders are not binding, he only has advisory role over other departments.

Immediate subordinates } he has line authority over them

Other departments, chief exec. } advisory role.

③ # Functional Organisation



Under Func. org. structure, all the activities in the enterprise are grouped together acc. to certain functions and each function is put in charge of a specialist.

The authority flows functionally to the divisional heads

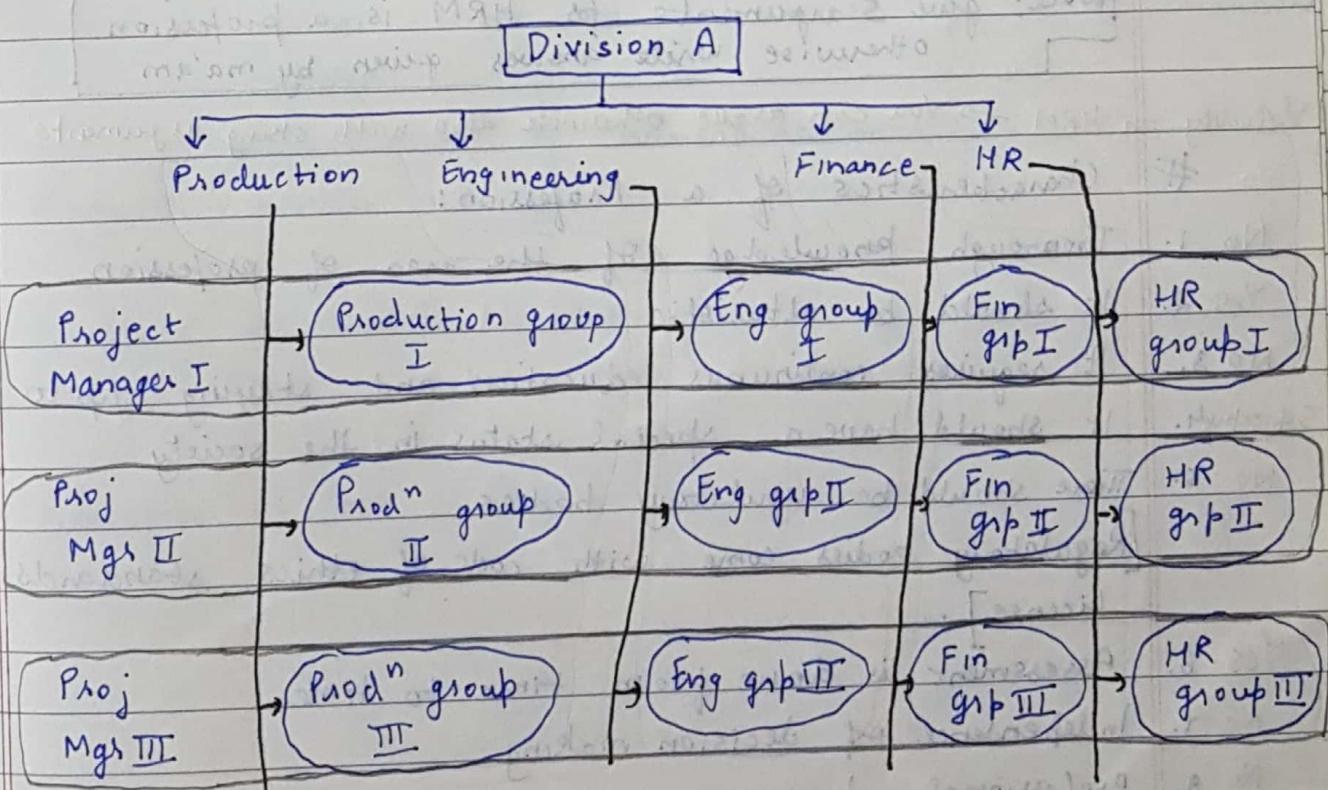
2 Problems:-

- ① Sharp lines of authority are absent.
- ② no discipline here. Effective managerial control ~~lacks~~ and co-ordination cannot occur here.

- HR Manager's role - Functional Expert

As a functional specialist / he has line authority on
he has functional authority over his immediate subordinates
other departments.

④ # Project structure or Matrix structure.



- Matrix structure is referred to as a multi-command system having both vertical & horizontal dimensions.
- Employees deputed with the project have 2 bosses.
 - 1st of the functional department
 - 2nd of the concerned ~~department~~ project

#

HRM as a profession

- Profession comes from Latin word 'Professio' and was applicable to fields of law & medicine only.

Definition: A profession is an occupation based on vast

theoretical knowledge and practices that are recognised by regulatory bodies related to the ~~career's~~ field of expertise and aimed at providing social welfare.

Note: give 5 arguments for HRM is a profession
otherwise write answers given by ma'am

Validity on HRM → You can argue otherwise also with strong arguments

#

Characteristics of a profession:

No 1. Thorough knowledge of the area of profession

Yes 2. It should be altruistic

No 3. It requires continuous education and staying up to date.

Subjectivity. It should have a special status in the society

No 5. There should be regulatory bodies

[Regulatory bodies come with code of ethics, standards and license].

Yes 6. Assessment is done from time to time.

No 7. Independence of decision making

No 8. Professional closure

class notes

Questions coming in exams:-

a) "HRM is a necessary evil" [management of a resource]

b) "HRM is a policing arm of executive management"

→ illusionary organisation (HRM) which seems to be working for the welfare of employees but in reality it is only working for the management.

→ Expected answer of this question is Yes but you can argue otherwise also with strong arguments.

17 Feb 21

UNIT 4 Manpower Planning

→ Manpower may be regarded as the quantitative & qualitative measurement of workforce required in an org.

Objectives of Manpower planning:-

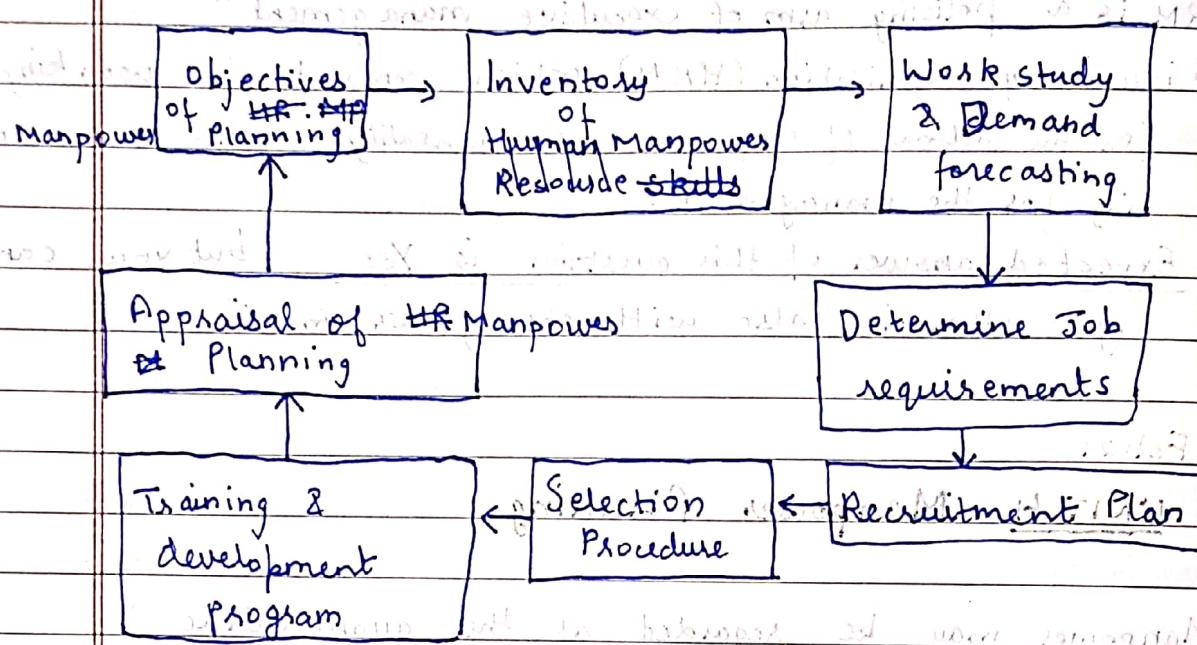
- 1) Ensure optimum use of human resources currently employed.
- 2) Avoid imbalances in the distribution & allocation of the human resources.
- 3) Assess or forecast future skill requirements of the organisation's overall objectives.
- 4) Control the cost aspect of human resources.
- 5) Formulate transfer and promotion policies.

Elements of manpower planning

[Refer to notes sent by malam]

Benefits of MP [similar to objectives]

Process of Manpower planning



* Note: Draw diagram if question comes even for 2 marks

- (1) Determining objectives
- The ultimate purpose of manpower planning is to relate future human resources to future enterprise needs so as to maximise the future return on investment in manpower.
- (2) Current manpower Inventory
- The analysis of current manpower supply may be undertaken by function, by department, by occupation or by level of skill and qualifications.
- (3) Work study and demand forecasting
- b contd. in another notebook.

SEMESTER 8

(EO-004) Basics of Human Resource Management contd.

25 Feb 21

UNIT 4: MANPOWER PLANNING

Process of Manpower Planning → [comes for 10 marks]

(3) Demand forecasting

ways:- 1) Employment trends

employment trends : we make an estimation of no. of employees on the payroll during the past 5 years to know the trend.

2) Replacement needs

- death of an employee

- retirement

- resignation

- termination

→ we can see how many replacement needs are there at - supervisory level

- skilled "

- clerical "

- Managerial "

and then find their replacements.

3) Productivity

Gains in productivity add to the growth potential of the org. and can make possible healthy wage increase.

4) Growth & Expansion

5) Absenteeism

Formula :-

$$\text{Absenteeism} = \frac{\text{Man days lost}}{\text{Man days worked} + \text{Man days lost}}$$

6) Work study

Is techniques to measure work : how much work can be done by a person in how much time.

④ Job requirements

⑤ Employment plan

⑥ Training & development program

⑦ Appraisal of manpower planning

26 Feb 21

JOB DESIGN

→ Job design integrates work content, rewards and the qualifications required for each job in a way that meets the needs of employees and the organisation.

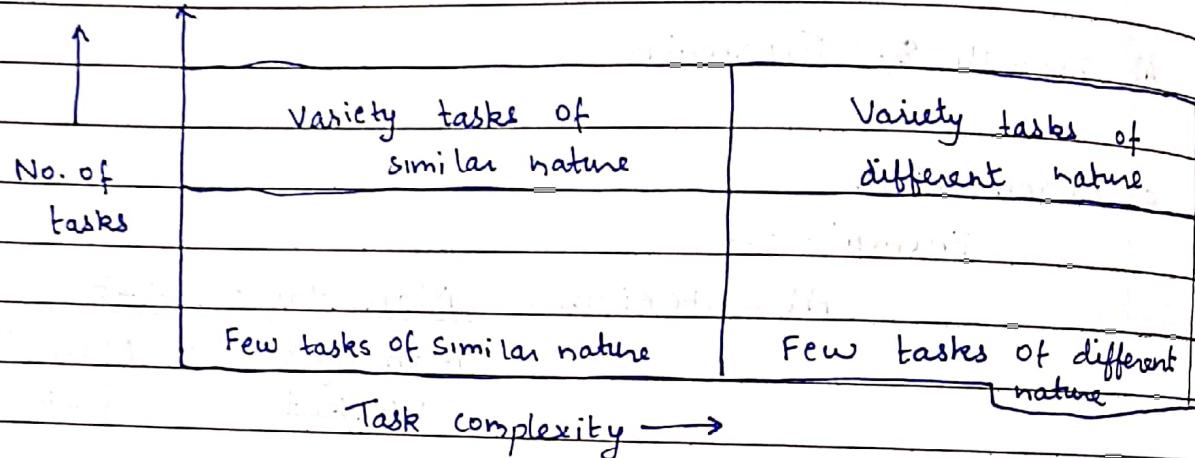
→ Objectives

1. greater job satisfaction
2. increased performance

3. Reduced Absenteeism & Turnover

4. Greater Profitability.

→ Mechanism of Job design.



→ Terminology :-

1. Task

It is a distinct work activity with an identifiable beginning and end.

2. Position

3. Job

4. Occupation

→ 1 → Assignments to be submitted after mid sem [8th/9th Mar 21]

#

Techniques of Job designing :-

1 → Job simplification. (its advantages & disadvantages)
most simple
Jobs broken into smaller parts where each part or task is done over & over again.

2 → Job rotation (its advantages & disadvantages)
Method in which an employee is made to change his/her job from one to other which requires the same skill set.

3 → Job enlargement (its advantages & dis ad.)

- It means when two or more simple tasks are combined and allotted to an employee. Here the employee is not rotated on job but is given additional tasks.
- It is also known as horizontal loading.

4 → Job enrichment (pros & cons.)

^{most advanced} It involves providing an employee with more responsibility for a job and challenges the individual's skills at work.

- It is also known as vertical loading.

(2) Second Assignment to be submitted after mid sem

[8th / 9th May 21] on Activity slide

Some points to remember for mid sem

- write every answer in points
- underline main points
- no. of points = marks of that question
- leave space between each answer.

SYLLABUS : UNIT 1, 2.