



The Essence of Human Resource Management

Essentials for any HR person

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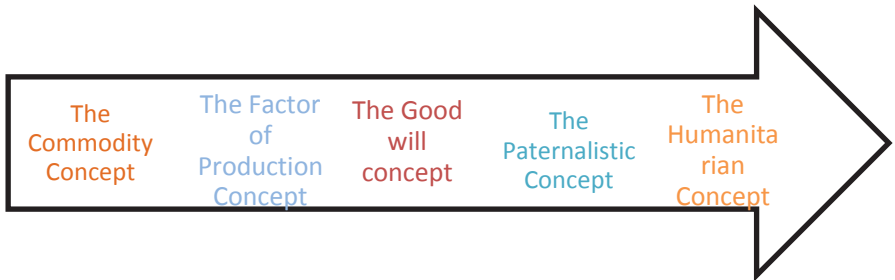
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EVOLUTION

The Concept of HRM evolved as



Utilization of human resources have been in evidence since ancient times. It is a crystallisation of a variety of historical and contemporary influences.

⇒ **The Commodity Concept**

Labour was regarded as a commodity to be bought and sold. Wages were based on demand and supply. Government did very little to protect workers.

⇒ **The Factor of Production Concept**

Labour is like any other factor of production viz money, materials, land, machine tools...

⇒ **The Good will concept**

Welfare measures like safety, first aid, lunch room, rest room, will have a positive impact on productivity.

⇒ **The Paternalistic Concept**

Paternalism does not mean merely providing benefits but it means satisfying various needs of the employees as parents meet the requirements of the children.

⇒ **The Humanitarian Concept**

To improve productivity- physical, social & psychological needs of workers must meet.

⇒ **Human Resource Concept**

Employees are the most valuable assets of an organisation. There should be a conscious effort to realize organizational goals by satisfying needs and aspirations of employees.

⇒ **Emerging concept**

Employees should be accepted as partners in the progress of a company. They should have a feeling that the organisation is their own. Managers must offer better quality of working life and opportunities to people to utilize their potential fully.

PERSONNEL MANAGEMENT *& HRM*

The National Institute of Personal Management (NIPM) of India has defined human resources – personal management as “that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up enterprise and having regard for the well – being of the individuals and of working groups, to enable them to make their best contribution to its Success”

Roles of Personnel Management:-

Depends on the situation and the project/ work they play these roles and these are self explanatory words:

<ol style="list-style-type: none">1. Advisory role2. The Conscience Role3. Counselor role4. Mediator role5. Representative role6. Clerical role7. Fire-fighting/ legal role8. Welfare role9. Role of Problem solver10. Role of Change Agent11. Decision making role12. Executive role	
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The way they play the role influences the behaviour of employee, work culture and the output. Positive people create positive influences and lead to good output.

Managing people is not only a HR area but also part of the job of line managers. These managers are managers heading various activities like accounts, audit, production, marketing, sales etc. They have people working under them and have to manage them too. There are times when line managers have problems handling employees and are unable to resolve the issue. This is where the HR person steps in as a consultant. The HR person can provide advice to the line manager to tackle the situation. This is in addition to the executive role he performs.

Difference between Personnel Management and Human Resource Management:-

	Personnel M	Human Resource M
Orientation	Maintenance	Development
Structure	Independent with sub functions	Inter dependent
Philosophy	Reactive	Proactive
Responsibility	Exclusive for the department	All
Motivators	Monetary rewards	Higher order needs
Outcome	Improved Performance is the result of improved satisfaction and moral	Better use of human resources leads to improved satisfaction and moral
Source: Andhra University School of Education, MHRM material		

FUNCTIONS OF HRM

Functions of HRM:-

<p>1. Managerial functions -</p> <ul style="list-style-type: none">I. PlanningII. OrganisingIII. DirectingIV. Controlling	<p>2. Operational functions -</p> <ul style="list-style-type: none">i. Procurementii. Developmentiii. Compensationiv. Integrationv. Maintenancevi. Separation
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Managerial functions are discussed below in short. Operational functions are discussed in further chapters as named accordingly.

Planning:

According to Alford and Beatty, Planning is “a thinking process, an organized foresight, a vision based on fact and experience that is required for intelligent.”

Types of Planning:

Considering Time period of Planning: Long, Medium and Short range Planning are the types.

Considering Levels of Planning: Corporate, Divisional and Sectional Planning are the types.

Considering Focus of Planning: Strategic, Tectorial and Operational Planning are the types.

Organizing:

Organizing is the process of engaging, arranging and allocating work, authority and resources to achieve objectives of an organisation.

An important managerial function is structuring an organisation. Organisation is a group of people organized to achieve a specific goals.

Organization Structure determined by Activity, Cultural, Environment, Strategy, Size and Technology of the organisation.

Directing:

Directing is the interpersonal aspects of managing by which subordinates are lead to understand and contribute effectively and efficiently to the attainment of enterprise objectives.

- Koontz and O Donnell.

Directing is performed at all levels that is at top, middle and operational levels. Leadership skills are required to direct the subordinates to ensure the activities lead to attain the desired objectives of the organisation.

Controlling:

Control is measurement and correction of the performance of activities of subordinates in order to make sure that enterprise objectives and plans devised to attain them are being accomplished.

- Koontz and O Donnell.

Pre control or forward- looking controls, Feed -forward control or string controls, Yes -No Controls and Post – action controls are the types of Controlling.

Controlling improves employees morale by encourage, Stimulate and prompt them to perform well with effective planning and better co-ordination towards the predetermined and clear cut goals of the organisation.

<p>Procurement</p> <ul style="list-style-type: none"> ✓ Job analysis ✓ Planning ✓ Recruitment ✓ Selection ✓ Placement ✓ Induction ✓ Transfer ✓ Promotion 	<p>Development</p> <ul style="list-style-type: none"> ✓ Performance Appraisal ✓ Training ✓ Executive Development ✓ Career Planning & Development
<p>Compensation</p> <ul style="list-style-type: none"> ✓ Job Evaluation ✓ Wages Salary ✓ Administration ✓ Bonus & ✓ Incentives ✓ Pay Roll 	<p>Integration</p> <ul style="list-style-type: none"> ✓ Motivation ✓ Job-Satisfaction ✓ Grievance ✓ Redressal ✓ Collective bargaining ✓ Conflict management ✓ Participation of employees ✓ Discipline
<p>Maintenance</p> <ul style="list-style-type: none"> ✓ Health ✓ Safety ✓ Social security ✓ Welfare scheme ✓ Personnel Records ✓ Personnel Research ✓ Personnel Audit 	<p>Separation</p> <ul style="list-style-type: none"> ✓ Retirement ✓ Retrenchment ✓ Suspension ✓ Resignation ✓ Dismissal ✓ Discharge ✓ Death

[Line Relationship:-

It is existing between two managers due to delegation of authority and responsibility and giving or receiving instructions or orders .

Staff Relationship:-

Relationship between A manager and B manager. B is created to secure advice, guidance, information, help or assistance counseling etc., to attaining organizational goal.]

HR Planning:-

“a process by which an organisation should move from its current manpower position to desired position in future”.

– E.W.Vetter.

“ an integrated approach to performing the planning aspects of the personnel function in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks required to meet organizational objectives and satisfy the individual needs, goals of organizational members.”

HR planning at different levels are at National, sectorial, industry, unit, departmental & Job level.

HR Planning process is Analysing production, marketing etc., plans, Demand & supply forecasting.

End of Preview.

Rest of the book can be read @

<http://kinige.com/book/The+Essence+Of+Human+Resource+Management+Revised>

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