

Module 1

Human Resource Management

Meaning HRM is a process of managing human resources to improve individual, group and organisational effectiveness.
 HRM consist of various elements such as **HRP, recruitment and selection, training, motivation, performance, appraisal, promotion and career development of human resources.**

Definition Edwin Flippo " HRM is planning, organising, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resource to the end that individual, organisational and social objective are accomplished.
 (PODC of the PDCIM&S of HR to the end that I, O, SO are accomplished)

Features of HRM [8ubs]

- 1) process
- 2) continuous in nature
- 3) Focus on objectives
- 4) people oriented
- 5) team spirit
- 6) Functions
- 7) universal Application
- 8) multidisciplinary
- 9) art and science

Function of HRM [Company]

- 1) HRP
- 2) recruitment and selection
- 3) placement
- 4) training and development
- 5) compensation
- 6) employee welfare
- 7) performance appraisal
- 8) promotion
- 9) career development

Importance of HRM [Tanki - Mondir]

- 1) Availability of competent manpower
- 2) effective use of manpower
- 3) motivation of manpower
- 4) morale of employees
- 5) career development
- 6) working relationship
- 7) competitive advantage
- 8) corporate image

TRADITIONAL V/S STRATEGIC HRM

Sr. No.	Points	Traditional HRM	Strategic HRM
1	Meaning	THRM is a traditional approach of managing human resources so as to achieve organizational goals.	SHRM is proactive approach of managing human resources so as to achieve strategic goals of an organization.
2	Primary Goal	The primary goal of THRM is to complete job on hand.	The primary goal of SHRM is to increase employee productivity.
3	Control	It places bureaucratic control through rules, regulations and policies.	Organic control through flexibility as there are fewer restrictions on employees' behaviour.
4	Quality of Work	In THRM, there is emphasis on quantity of work	In SHRM, there is emphasis on quality of work
5	Retention of employees	No special efforts are made to retain competitive employees.	Efforts are made to retain competent employees. Eg. Retention bonus and loyalty programs are undertaken to retain employees.
6	Nature of Decisions	THRM takes reactive decisions relating to human resources.	SHRM takes proactive decisions relating to human resources.
7	Nature of HR policies	Generally, HR policies are rigid in nature. Once framed, there are hardly any changes in HR policies.	HR policies are flexible in nature. HR policies are reviewed periodically and changes are made therein.
8	Selection	THRM adopts traditional selection procedure. There is less emphasis on relevant employment tests and interviews.	SHRM adopts scientific selection procedures in selecting employees. Relevant employment tests and interviews are conducted.

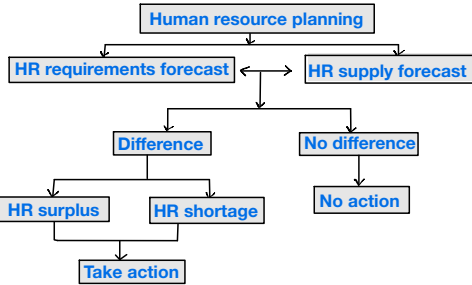
Human resource planning (HRP)

HRP is a **systematic process of identifying manpower requirements in terms of quality and quantity to undertake organisational activities to achieve organisational goals.**

HRP provides the base for several HR activities such as



Human resource planning - Steps



- 1) Review of Organisational Objectives
- 2) HR Requirements Forecast
- 3) HR Supply Forecast
- 4) Comparison
- 5) No difference
- 6) Difference
- 7) Motivating the manpower
- 8) Monitoring HR requirements

Job analysis

A job may be defined as a sum total of **tasks, duties and responsibility, which is assigned to individual employees.**

Job analysis is the starting point of **recruitment and selection.**

Definition

Edwin Flippo defines " **Job analysis is the process of studying and collecting information relating to the operation and responsibilities of a specific job.**"

There are two aspects of job analysis

Job description

- Job title
- Job location
- Responsibility and Duties
- Salary and allowances
- Incentives

Job description

Job description is the detailed information of the vacant jobs such as job title, job location, job responsibilities and duties, salary and incentives etc.

- 1) **Job title**
It specifies designation. Example, Chief Finance Officer, Account executive, receptionist, etc.
- 2) **Job location**
It specifies location where selected candidate will be working.
- 3) **Responsibility and duties**
It specifies various job related activities that candidate has to perform and is accountable for. eg Accounts department job vacancy job responsibilities and duties would be preparing cash vouchers, taxation, etc
- 4) **Salary and allowances**
It specifies salary offered by company for performing the job advertised. Allowances include house rent allowance, dearness allowance, and travelling allowance, etc.
- 5) **Incentives**
It includes extra money paid to the employees upon completion of their target.

Job specification

- Educational qualification
- Experience
- Required skills and knowledge

Job specification

It gives details of the candidate who is supposed to do a particular job it includes qualities, qualification, experience, gender family background etc

- 1) **Educational qualification**
It specifies academic knowledge required including graduation, post-graduation and such other qualification.
E.g For Account job position, the educational qualification required is B.Com.
- 2) **Experience**
It specifies number of prior work experience required to apply for the job. Some jobs may allow fresher to apply.
E.g for job position such as CFO A company may ask for prior work experience. But for an Accountant job, the company may not ask for any prior work experience.
- 3) **Required skills and knowledge**
It specifies particular skills and knowledge that are required to accomplish the task.
E.g English communication, computer basics, tally, excel etc

Job design

Meaning

People spend a great deal of time on the job.
 Job design is a technique of defining and structuring the job to meet the needs of the employees and that of the organisation.
 The main objective of job design is to develop a proper match between the job and the job holder so that the job is performed efficiently and effectively.

Definition

Harold Koontz and Heinz Weihrich state " **Job design refers to appropriate job structure in terms of content, function and relationship.**"

There are two major approaches of job design

Traditional job design

- Time study
- Motion study
- Fatigue study

Modern job design

- Job simplification
- Job rotation
- Job enlargement
- Job enrichment
- Job flexibility

Traditional job design

1) Time study

It is the technique of observing and recording the time taken by an employee to complete a given task.
 With the help of time study, the precise time required for each element of work is determined.

2) Motion study

The jobs are designed by eliminating, unnecessary or wasteful moments.
 Motion study, study, motion or movement of workers in a performing certain work.

3) Fatigue study

This study states that performing certain types of work get tired. Therefore, rest is to be provided to the workers. When the workers get rest, they work more productively.

Modern job design

1) Job simplification

The jobs are divided into smaller sub parts. Then each part of the job is assigned to a worker who does the same task over and over again. This increases proficiency of worker by doing repetitive task.
 E.g In a restaurant, a particular worker may perform job of waiter, another one may perform the job of cleaning the table and so on

Advantages

- 1) It leads to specialisation due to repetitive performance of same task
- 2) It leads to higher efficiency
- 3) The quality of work performance may improve due to specialisation
- 4) The speed of performing the task is quick.

Disadvantages

- 1) Due to repetitive nature of job, it may lead to monotony & boredom
- 2) The worker may face the problem of isolation
- 3) Boredom may lead to mistake and accidents
- 4) Due to lack of motivation, workers may remain absent

2) Job rotation

Job rotation refers to the movement of an employee from one job to another.
 A worker doing routine job may be transferred to another job for a certain period, and may then return back to the original job.
 E.g a cashier in a bank may be transferred to the data entry job in the accounts department.

Advantages

- 1) It reduces monotony of doing routine jobs
- 2) Job rotation may reduce absenteeism and labour turnover
- 3) It may help to identify the most suitable person for a particular job.
- 4) It improves knowledge and skills of a different jobs.

Disadvantages

- 1) Some workers may refuse to accept job rotation
- 2) It increases training cost
- 3) employees may lose the social network, and adjust to new employees
- 4) Frequent job rotation may create problem in adjustment with different types of job.

4) Job enrichment

Job in Enrichment refers to vertical expansion of the job
 Job enrichment is the vertical expansion of the job by adding more responsibility and freedom to do it

Advantages

- 1) it brings higher and reward to the employees Including opportunity for promotion
- 2) Job enrichment can improve the quality of work output and employee motivation
- 3) Interesting and challenging task can be a source of increase job satisfaction
- 4) It leads to more positive attitude towards the job and organisation.

Disadvantages

- 1) It requires additional training cost
- 2) it requires greater authority and freedom to employees. Thus, some of the employees may misuse the authority.
- 3) Some selfies manager may not Encourage job enrichment as they may feel threat to their position.

3) Job enlargement

It refers to horizontal expansion of the job. It increases the scope of the job. More tasks are added to the existing job.

Advantages

- 1) it may bring more rewards to the employees because of additional work
- 2) It may bring job satisfaction to some employees
- 3) Some employees may take pride in performing variety of job.
- 4) it may reduce boredom and Monotony of doing same routine and repetitive work

Disadvantages

- 1) It may lead to fatigue of the workers, which may affect their productivity.
- 2) At times, it may lead to stress on account of work overload.
- 3) There are chances of errors and mistakes because of confusion over different types of job
- 4) Generally, most employees may recent job in large meant as it puts additional burden on them.