

HUMAN RESOURCE MANAGEMENT

SEMESTER – V

18BTM54C

Objectives:

To learn the various managerial skills necessary for the success of tourism industry.

To enable the students to understand the procedures and practice applied for the manpower training and placement

UNIT I

1. HRM-Introduction Meaning and Definition
2. Evolution of HR Practices
3. Functions of HRM
4. Organizational structure of HR Department

UNIT II

1. Human Resource Planning-Meaning and Definition
2. Job Analysis, Job Evaluation
3. Recruitment and Selection
4. Induction

UNIT III

1. Human Resource Development -Meaning and Definition
2. Training & Development
3. Promotion Transfers
4. Employee Retention

UNIT IV

1. Compensation
2. Rewards and incentives
3. Performance Appraisal. Potential Appraisal

4. Employee Attrition

UNIT V

1. Role of HR Managers
2. Employee Morale
3. Quality of Work Life (QWL)
4. Latest trends in HRM

Books Recommended for Reference:

1. John Bratton (2017) Human Resource Management Theory and Practice, Palgrave.
2. K. Aswathappa (2010), Human Resource Management: Texts and Cases, McGraw Hill, Sixth Edition, New Delhi.
3. Gary Dessler (2011), A Framework for Human Resource Management, Pearson, Noida
4. David B. Balkin & Robert L. Candy (2014), Managing Human Resources, PHI, New Delhi

UNIT I

HRM-INTRODUCTION MEANING AND DEFINITION

What is Human Resource Management?

HRM is the study of activities regarding people working in an organization. It is a managerial function that tries to match an organization's needs to the skills and abilities of its employees.

Definitions of HRM

Human resources management (HRM) is a management function concerned with hiring, motivating and maintaining people in an organization. It focuses on people in organizations. Human resource management is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals.

HRM is the personnel function which is concerned with procurement, development, compensation, integration and maintenance of the personnel of an organization for the purpose of contributing towards the accomplishments of the organization's objectives. Therefore, personnel management is the planning, organizing, directing, and controlling of the performance of those operative functions (Edward B. Philippon).

According to the Inancevich and Glueck, —HRM is concerned with the most effective use of people to achieve organizational and individual goals. It is the way of managing people at work, so that they give their best to the organization.

According to Dessler (2008) the policies and practices involved in carrying out the —people or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising comprises of HRM.

Meaning of HRM

Human Resource Management is a process of bringing people and organization together so that the goals of each are met. It is that part of the management process which is concerned with the management of human resource in an organization. It tries to secure the best from people by winning their whole hearted co-operation.

It may be defined as the art of processing, developing and maintaining competent workforce to achieve the goals of an organization in an effective and efficient manner. It is concerned with the most effective use of people to achieve organizational and individual goals.

Human Resource Management is the process of managing the vibrating human resource in an organization, so that the employee and employer will be able to achieve their respective objectives. In fact, human resource management is the most important asset for an organization. The quality of human resource will determine its fate

EVOLUTION OF HR PRACTICES

The evolution of the concept of Human Resource Management can be analysed as follows:

Period before industrial revolution – The society was primarily an agriculture economy with limited production. Number of specialized crafts was limited and was usually carried out within a village or community with apprentices assisting the master craftsmen. Communication channels were limited.

Period of industrial revolution (1750 to 1850) – Industrial revolution marked the conversion of economy from agriculture based upon industry. Modernization and increased means of communication gave way to industrial setup. A department was set up to look into workers wages, welfare and other related issues. This led to emergence of personnel management with the major task as

- Worker's wages and salaries
- Worker's record maintenance
- Worker's housing facilities and health care

An important event in industrial revolution was growth of Labour Union (1790) the workers working in the industries or factories were subjected to long working hours and very less wages. With growing unrest, workers across the world started protest and this led to the establishment of Labour unions. To deal with labour issues at one end and management at the other Personnel Management department had to be capable of politics and diplomacy, thus the industrial relation department emerged.

Post Industrial revolution – The term Human resource Management saw a major evolution after 1850. Various studies were released and many experiments were conducted during this period which gave HRM altogether a new meaning and importance.

A brief overview of major theories released during this period is presented below

Frederick W. Taylor gave principles of scientific management (1857 to 1911) led to the evolution of scientific human resource management approach which was involved in

- Worker's training
- Maintaining wage uniformity
- Focus on attaining better productivity

Hawthorne studies, conducted by Elton Mayo. & Fritz Roethlisberger (1927 to 1940). – Observations and findings of Hawthorne experiment shifted the focus of Human resource from increasing worker's productivity to increasing worker's efficiency through greater work satisfaction.

Douglas McGregor Theory X and Theory Y (1960) and Abraham Maslow's Hierarchy of needs (1954) – These studies and observations led to the transition from the administrative and passive Personnel Management approach to a more dynamic Human Resource Management approach which considered workers as a valuable resource. As a result of these principles and studies, Human resource management became increasingly line management function, linked to core business operations. Some of the major activities of HR department are listed as-

1. Recruitment and selection of skilled workforce.
2. Motivation and employee benefits
3. Training and development of workforce
4. Performance related salaries and appraisals

FUNCTIONS OF HRM

The main functions of human resource management are classified into two categories: (a) Managerial Functions and (b) Operative Functions

(a) Managerial Functions: Following are the managerial functions of Human Resource Management

1. Planning: The planning function of human resource department pertains to the steps taken in determining in advance personnel requirements, personnel programmes, policies etc. After determining how many and what type of people are required, a personnel manager has to devise ways and means to motivate them.

2. Organisation: Under organisation, the human resource manager has to organise the operative functions by designing structure of relationship among jobs, personnel and physical factors in such a way so as to have maximum contribution towards organisational objectives. In this way a personnel manager performs following functions: (a) preparation of task force; (b) allocation of

work to individuals; (c) integration of the efforts of the task force; (d) coordination of work of individual with that of the department.

3. Directing: Directing is concerned with initiation of organised action and stimulating the people to work. The personnel manager directs the activities of people of the organisation to get its function performed properly. A personnel manager guides and motivates the staff of the organisation to follow the path laid down in advance.

4. Controlling: It provides basic data for establishing standards, makes job analysis and performance appraisal, etc. All these techniques assist in effective control of the qualities, time and efforts of workers.

(b) Operative Functions: The following are the Operative Functions of Human Resource Management:

1. Procurement of Personnel: It is concerned with the obtaining of the proper kind and number of personnel necessary to accomplish organisation goals. It deals specifically with such subjects as the determination of manpower requirements, their recruitment, selecting, placement and orientation, etc. **2. Development of Personnel:** Development has to do with the increase through training, skill that is necessary for proper job performance. In this process various techniques of training are used to develop the employees. Framing a sound promotion policy, determination of the basis of promotion and making performance appraisal are the elements of personnel development function.

3. Compensation to Personnel: Compensation means determination of adequate and equitable remuneration of personnel for their contribution to organisation objectives. To determine the monetary compensation for various jobs is one of the most difficult and important function of the personnel management. A number of decisions are taken into the function, viz., job-evaluation, remuneration, policy, incentive and premium plans, bonus policy and co-partnership, etc. It also assists the organisation for adopting the suitable wages and salaries, policy and payment of wages and salaries in right time.

4. Maintaining Good Industrial Relation: Human Resource Management covers a wide field. It is intended to reduce strifes, promote industrial peace, provide fair deal to workers and establish industrial democracy. If the personnel manager is unable to make harmonious relations between management and labour industrial unrest will take place and millions of man-days will be lost. If labour management relations are not good the moral and physical condition of the employee will

suffer, and it will be a loss to an organisation vis-a-visa nation. Hence, the personnel manager must create harmonious relations with the help of sufficient communication system and co-partnership.

5. Record Keeping: In record-keeping the personnel manager collects and maintains information concerned with the staff of the organisation. It is essential for every organisation because it assists the management in decision making such as in promotions.

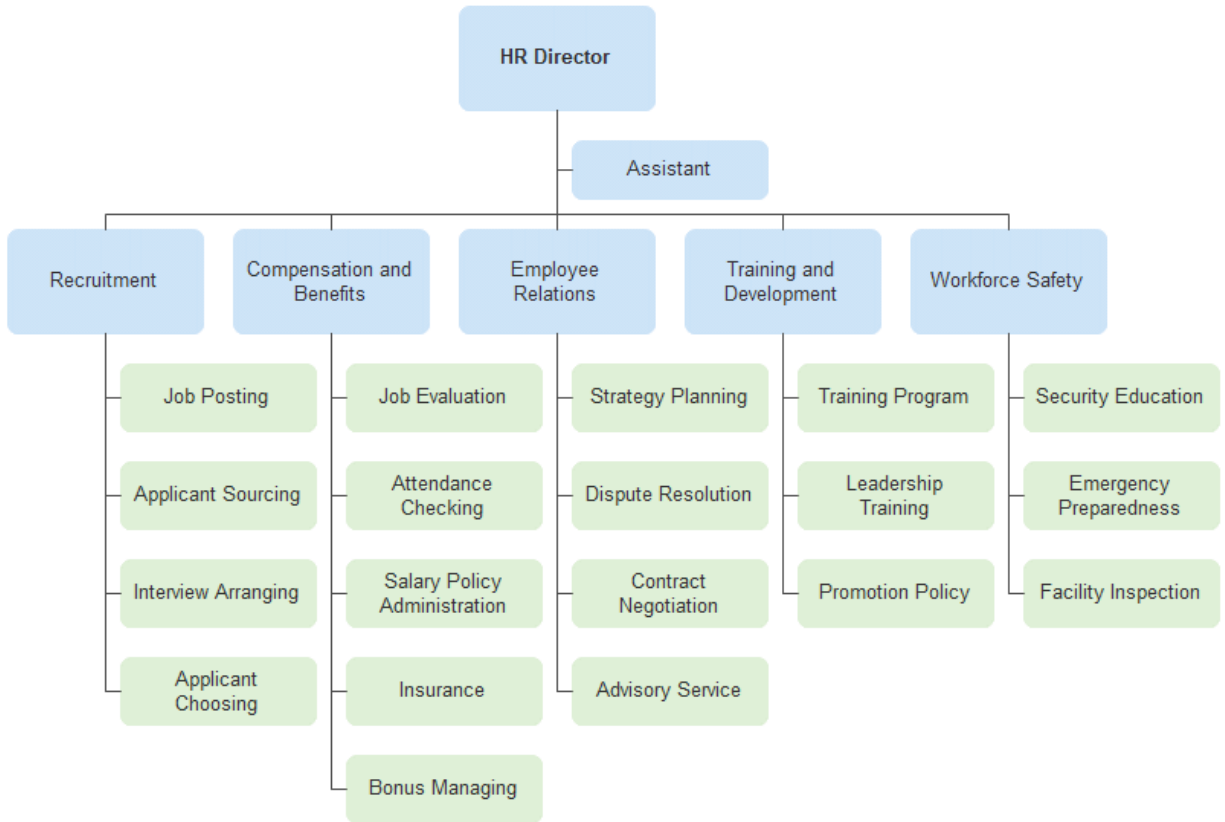
6. Personnel Planning and Evaluation : Under this system different type of activities are evaluated such as evaluation of performance, personnel policy of an organisation and its practices, personnel audit, morale, survey and performance appraisal, etc

ORGANIZATIONAL STRUCTURE OF HR DEPARTMENT

The main function of HR department is to oversee department functions and manage employees by planning, implementing, and evaluating human resources policies, principles, and programs. Basically, it involves functional activities including hiring qualified employees, establishing compensation structure, training staffs, addressing employee relations matters, and maintaining workplace safety.

Function Units:

- Recruitment
- Compensation and Benefits
- Employee Relations
- Training and Development
- Workforce Safety



1. Recruitment:

Recruitment is a vital task for HR department because it determines what kind of people will work for the company – whether they have the right knowledge and skills, and whether they are suitable for the position or not. To accomplish this mission, they HR department need to develop and execute quality recruitment strategies to ensure that recruitment meets all affirmative action commitments.

2. Compensation and Benefits:

HR manager needs to establish strategic compensation plans, ensuring wages and reward programs are administrated equally throughout the workforce. They need to provide employees with benefit options, including health insurance, retirement planning, life insurance, etc. What’s more, they are responsible for authorizing salary changes, position changing an election.

3. Employee Relations

HR department is also responsible for investigating and solving employee complaints, conflicts and concerns. Many possible issues might arise in a company. For example, an employee is not

satisfied with his performance assessment result and seeks for revision. If this kind of circumstance happens, the HR department needs to research on this issue, and solve the problem by negotiating with his superior.

4. Training and Development

Through effective training, employees could enhance their knowledge, skills and work abilities, so that they can improve their job performance. Human resource department conduct needs analysis to decide what training is necessary to improve performance and productivity.

5. Workforce Safety

HR department needs to ensure every staff working in a safe environment. It's their obligation to research and develop safety policies for the company that is in compliance with state and federal laws and regulation. They need to identify unsafe conditions and make clear notice on potential dangerous matters such as dangerous equipment, chemical drugs, radioactive substances, etc.