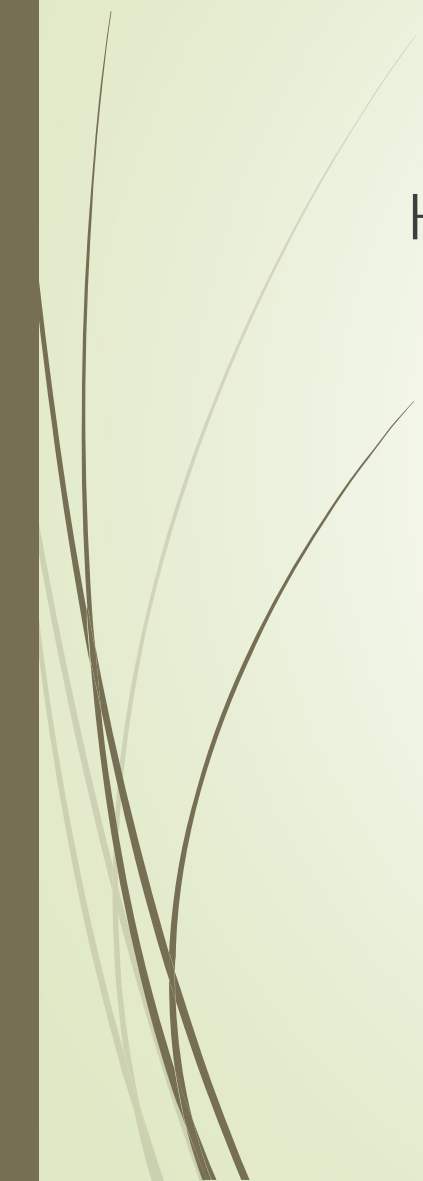


Introduction to Human Resource Management





Human resources: Meaning



Human resources means the collection of people and their characteristics at work. These are distinct and unique to an organization in several ways.



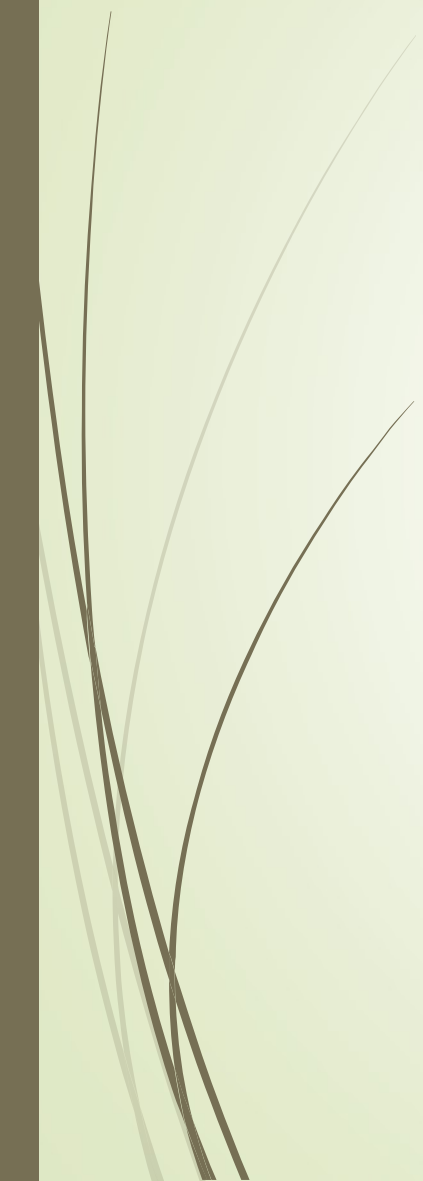
Human resources: Definition


- ▶ Human Resources are "A whole consisting of inter-related, inter-dependent & interacting psychological, sociological & ethical components".

-Michael J. Jucius



What is HRM?

- ▶ Human Resource Management is “the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational, and social objectives are accomplished.”
- 



Human resource management: Definition

Human resource management is concerned with policies and practices that ensure the best use of the human resources for fulfilling the organizational and individual goals.

-Edwin B. Flippo



Characteristics of HRM

- ▶ People oriented
- ▶ Action- oriented
- ▶ Individual- oriented
- ▶ Development – oriented
- ▶ Pervasive Function
- ▶ Continuous Function
- ▶ Future- oriented
- ▶ Challenging function
- ▶ Science as well as art
- ▶ Staff function
- ▶ Young discipline
- ▶ Nervous system



Objectives of HRM

- To act as a liaison between the top management and the employees.
- To arrange and maintain adequate manpower inventory
- To devise employee benefit schemes
- To ensure and enhance the quality of work life
- To offer training
- To help keep up ethical values and behaviour amongst employees both within and outside the organization.
- To maintain high morale and good human relations within the organization.



Scope of HRM

1. Personnel or Labour Aspect

Planning, recruiting, selection, placement, transfer, promotion, training and development, Lay-offs, retrenchment, remuneration, incentives and productivity

2. Welfare Aspect

Housing, transport, medical assistance, canteen, rest rooms, health and safety, education, etc.

3. Industrial Relation Aspect

Union-management relations, collective bargaining, grievance and disciplinary actions, settlement of disputes.



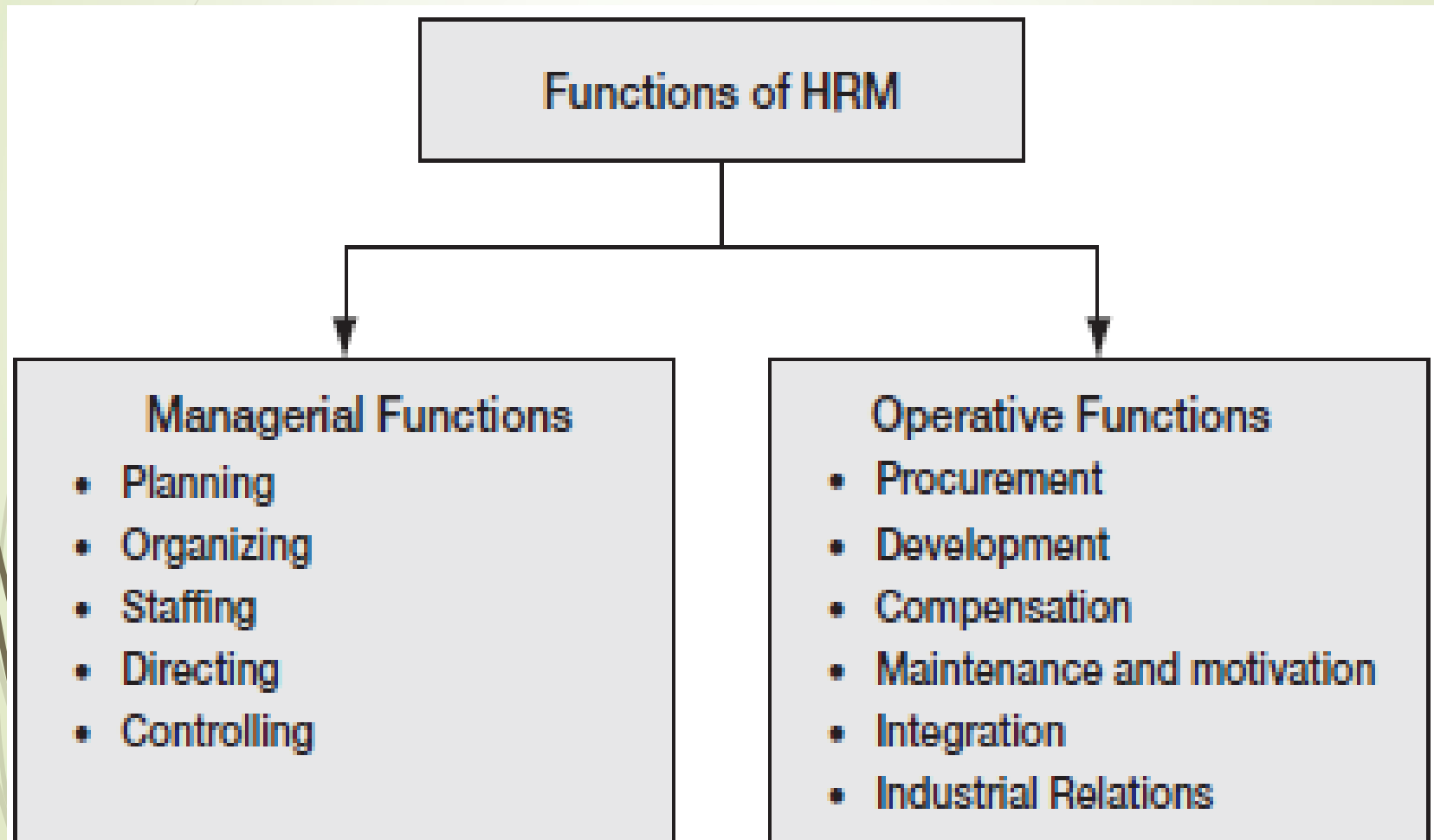
Difference between HRM and PM

- HRM is proactive in nature while PM is reactive.
- HRM is a resource-centred activity whereas PM is an employee-centred activity.
- HRM emphasizes on flexible, open-ended contracts but PM emphasizes the strict observance of defined rules, procedures and contracts.
- HRM views better performance as a cause of job satisfaction whereas PM considers job satisfaction as a source of better performance....

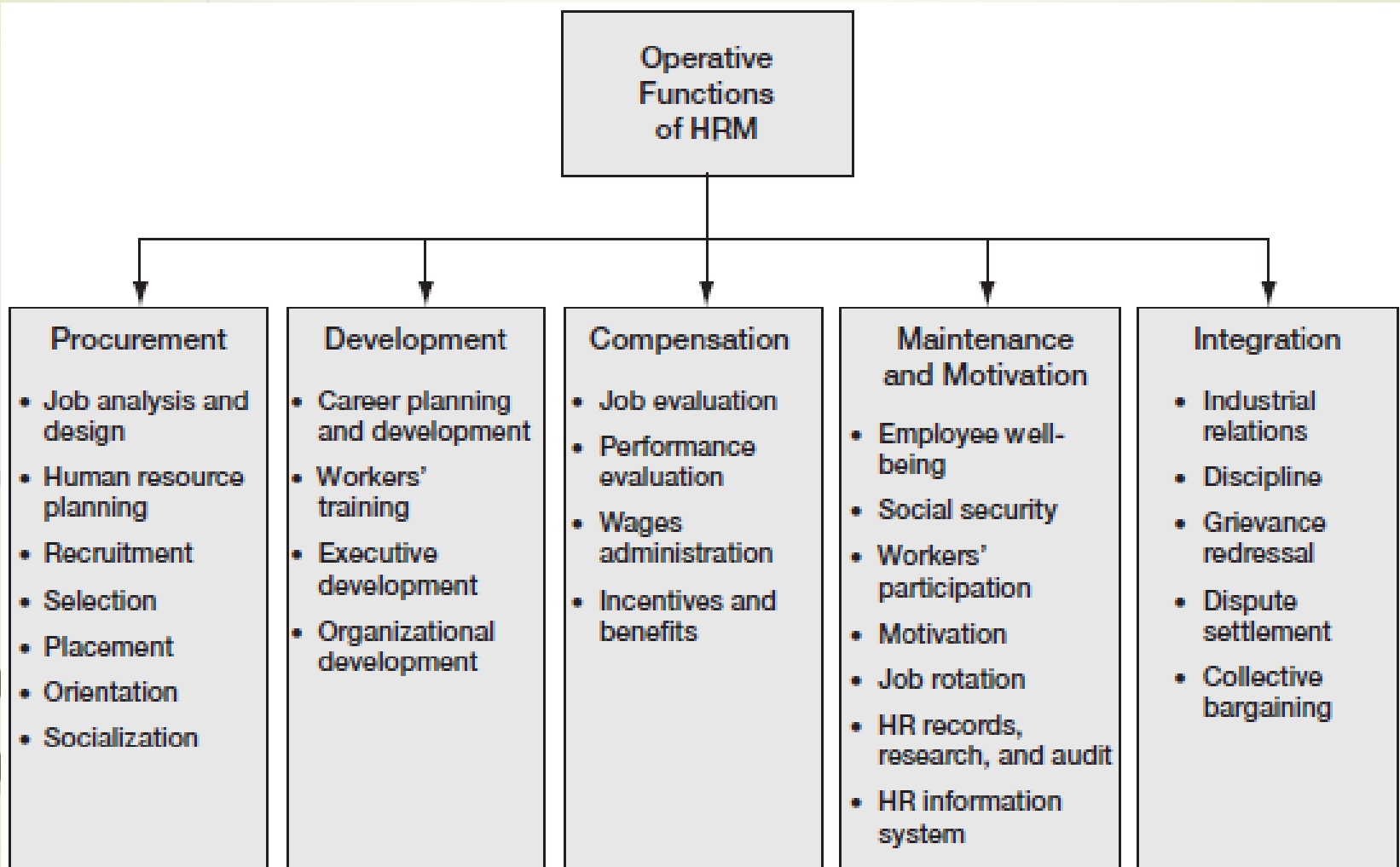
Difference between HRM and PM (contd.)

- ▶ HRM seeks to develop the competencies of the employees on a sustained basis while PM is a regular, status quo-based administrative function.

Functions of human resource management

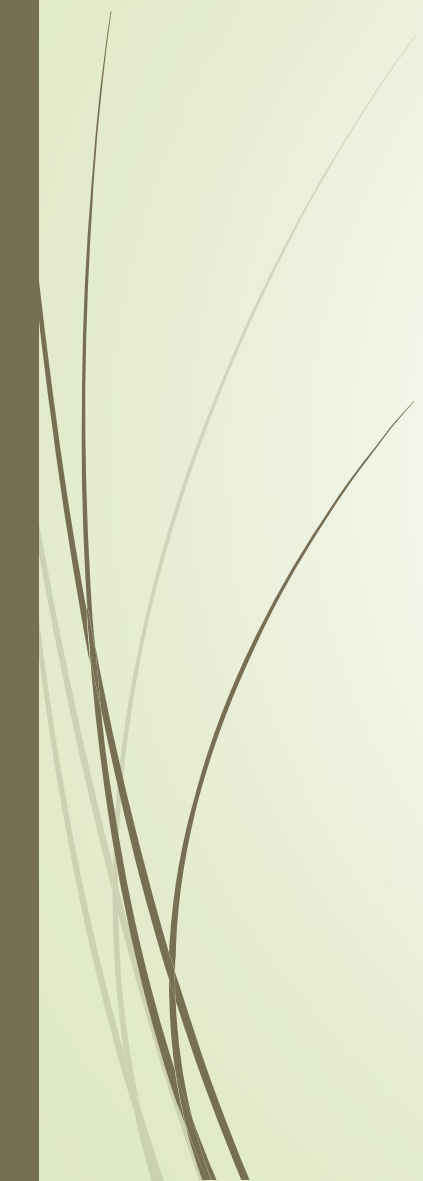


Operative Functions of HRM





Significance of HRM

- Significance for an enterprise
 - Professional significance
 - Social significance
 - National significance
- 

Significance of HRM

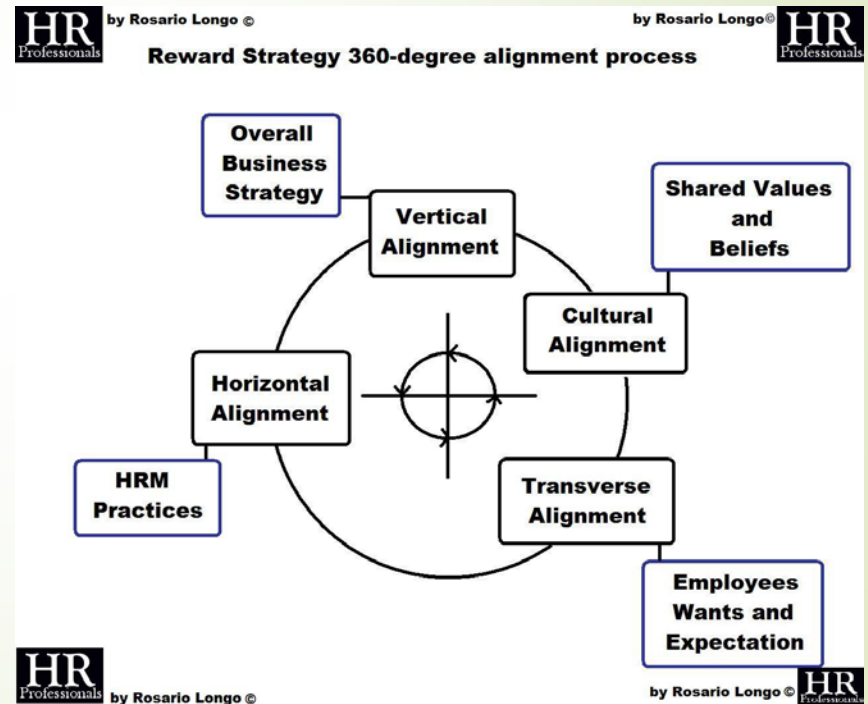
➤ Significance for an enterprise

- Attracting & retaining the required human resource, recruitment & selection , placement , orientation, compensation & promotion policies.
- ❖ Developing the skills & necessary attitude among the employees by T&D & performance evaluation
- ❖ Providing them social & job security by grievance handling, motivating & participation in mgt
- ❖ Utilizing effectively the available human resources
- ❖ Ensuring that the enterprise will have in future a team of competent & dedicated employees.

Significance of HRM

► Professional significance

- ❖ Providing maximum opportunities for personal development of each employee.
- ❖ Maintaining healthy relationships among individual & different work groups.
- ❖ Allocating work properly.





Significance of HRM

► Social Significance

❖ Sound human resources management has a great significant for the society. It help to enhance the dignity of labour in the following ways.

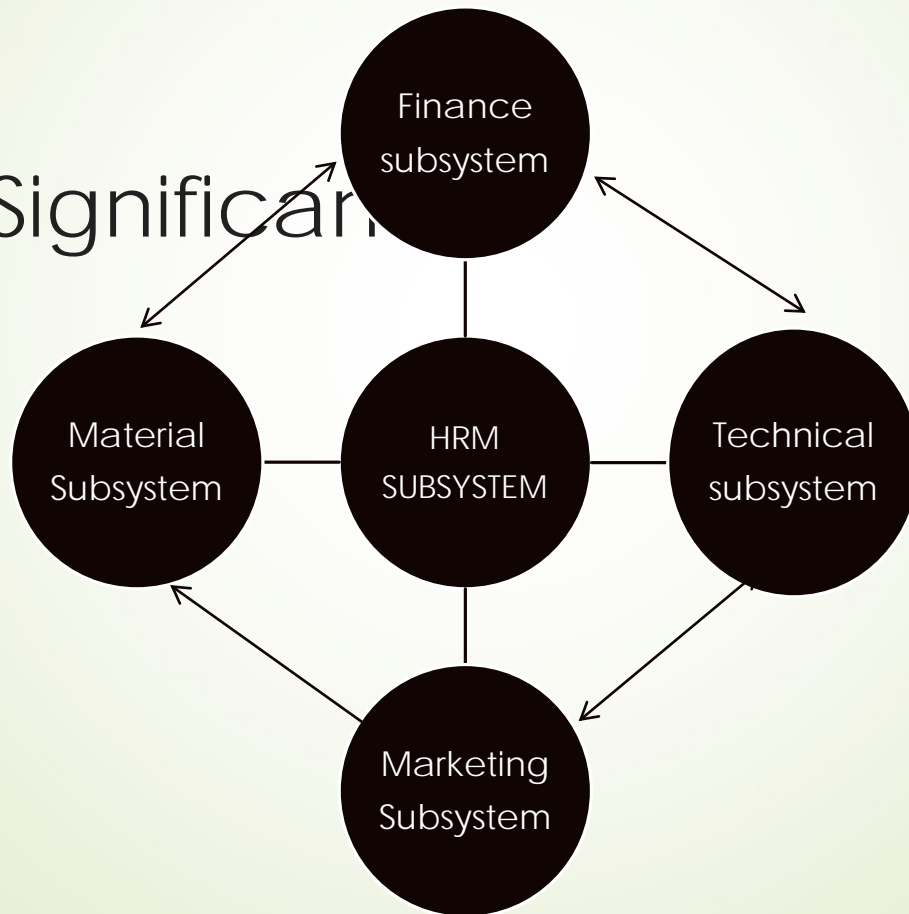
- ✓ Providing suitable employment that provides social & psychological satisfaction to people.
- ✓ Maintaining a balance between the job available & the jobseekers in terms of numbers, Qualification, needs & aptitudes.
- ✓ Eliminating waste of human resource through conservation of physical & mental health

Significance of HRM

National Significance

- ▶ Human resource & their management plays a vital role in the development of a nation. The effective exploitation & utilisation of a nation's natural, physical & financial resources require an efficient & committed manpower.
- ▶ There are wide differences in development between countries are with similar resources due to differences in the quality of their people.
- ▶ Countries are underdeveloped because their people are backward. The level of development in a country depends primarily on the skills , attitudes & values of its human resources. effective management of human resources helps to speed up the process of economic growth which in turn leads to higher standards of living & fuller employment
- ▶ Human resource Management is the central subsystem of an organisation.

National Significance

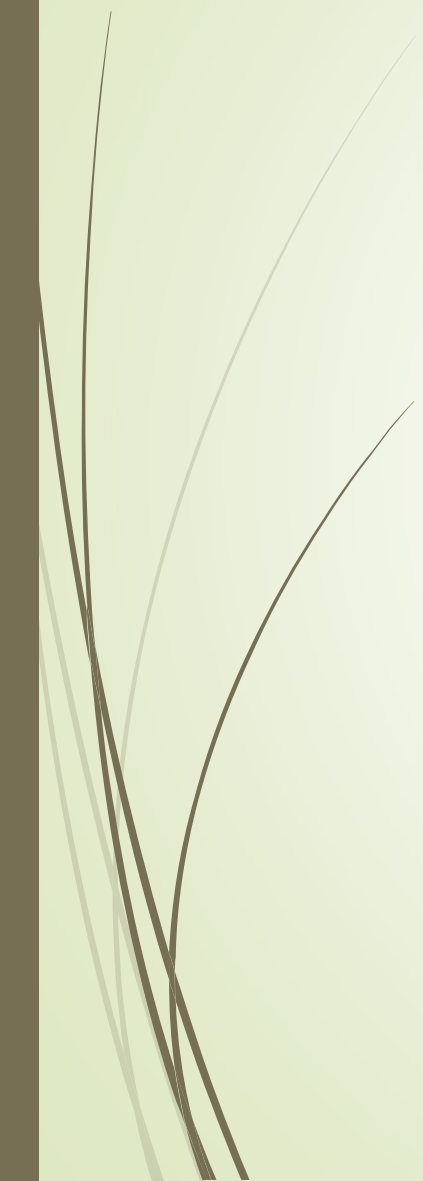


National Significance

- a. Increase in the size & complexity of organisation
eg. MNC employees, Rapid technological development like automation, computerisation
- b. Rise of professional & knowledgeable workers,
Increasing proportion of women in the workforce
Growth of powerful nationwide trade unions.
- c. Widening scope of legislation designed to protect the interests of the working class.
- d. Revolution in the information technology that might affect the work force.
- e. Rapidly changing jobs & skills requiring long-term manpower planning.
- f. Growing Expectations of society from employers.

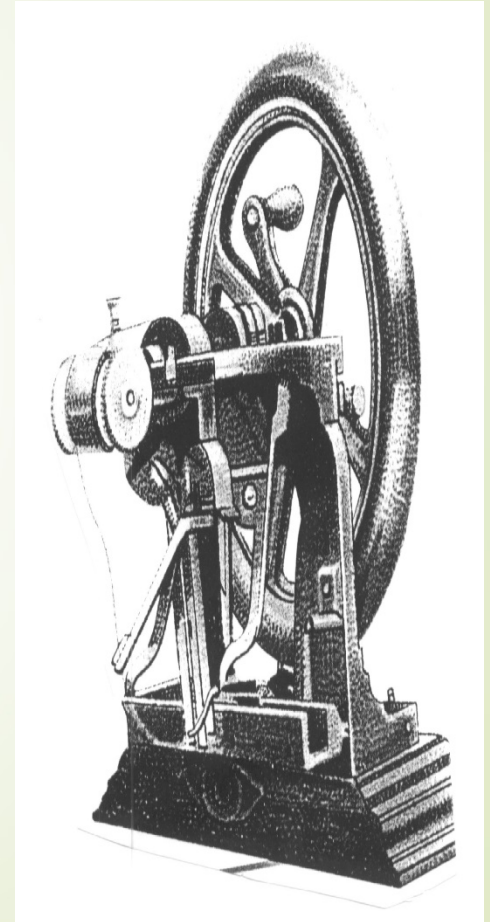


Evolution of HRM

1. The Industrial Revolution(beyond 1820 to 1840)
 2. Trade unionism(1841 to 1909)
 3. Scientific Management (1910 evolve & 1920 implementation to 1940)
 4. Industrial Psychology (1945 to 1970)
 5. Human Relation Movement Era(1971 to 1980)
 6. Behavioural Science (1980 to 1990)
 7. The Contemporary HRM Era (1990 onwards)
- 


The Industrial Revolution(beyond 1820 to 1840)

- Usages of the machinery
- Mass level of production
- To satisfied the human need
- Profit maximization form the factor of production like land , labour, capital, entrepreneur




Construction of titanic & child labour pathetic condition






Scientific Management (1910 evolve & 1920 implementation to 1940)

- Development of true science
- Scientific selection & training
- Friendly co-operation between management
- Development of every worker to his fullest aspects.
- Draw back
- Man become machine human factors were completely avoided.




Industrial psychology era (1945 to 1970)

- Mainly focused on the part on IQ of the employees through MMPIT(Minnesota multiple personality test)or MBTI(Myer Brigg Jung topology) & assigned them skill & aptitude based job.




Human relation movement (1971 to 1980)

- Hawthorne experiment
- Interaction with the employee increase the productivity
- Basic facilities are required for the production
- Empathized view towards workes have increased productivity of worker

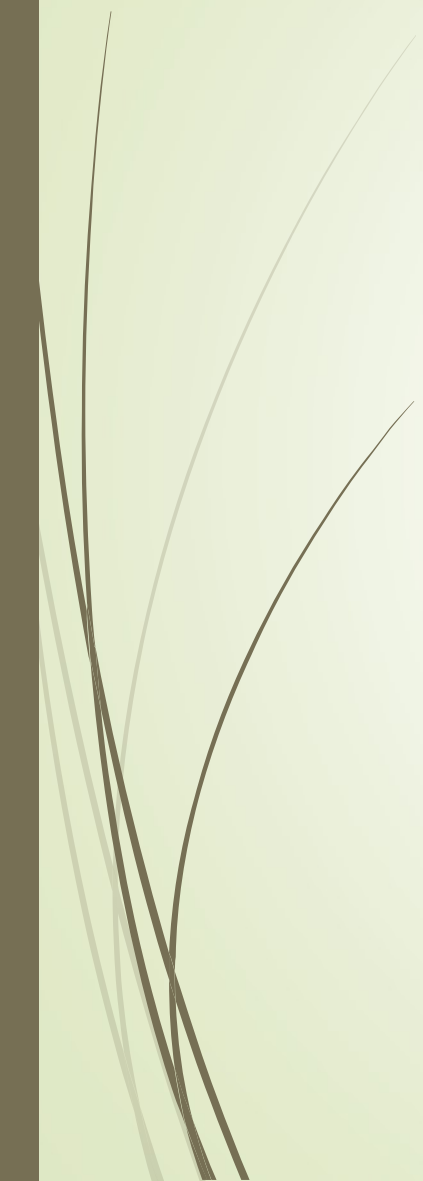


Behavioural Science era (1980 to 1990)

- Multiple branch discipline like sociology , anthropology, psychology, economics & politics
- Contributors:- Abraham Maslow, Douglas mc gregeor, Fredrik Herzberg, Rensis Likert, Robert black, Robert Owen, kurt lewin, burke letwin, fidler contingent theory, victor vroom theory, grid theory, Aldofer ERG theory, Mclland N-ach theory



The Contemporary HRM era (1990 onwards)

- More focused on gaining competitive advantage in market through HR.
 - Focuses on developing HR strategies, aligning them with corporate strategy and achieving organizational goals effectively.
- 

Evolution of HRM in India

1920s – 30s

Pragmatism of capitalists

1940s – 50s

Technical, legalistic

1970s – 80s

Professional, legalistic, impersonal

1990s

Philosophical



History of HRM in India

- 1 Available in scatter manner
- 2 So many informal ways on implementation
- 3 In 1920 due the recommendation of S.S. Bengali under the title of the Royal commission(1931), labour welfare officers had been employed on every manufacturing unit
- 4 Tata steel have informally started HRM practices in their organisation under the title of Administration & vigilance department.
- 5 In 1948 first in charge president of India approached for the Factory act & stipulated working hours for female & teen age worker & security about female worker .



History of HRM in India

- 6 Soon T V Rao & Udai pareek have started to implement the Personnel management & Indian institute of personnel management(IIPM) & National Institute of Labour Management were set up.
- 7. By 1970, there was shift in professional values & New technologies, HR challenges and HRD was discussed.
- 7 In 1980 IIPM and NILM merged to form National Institute of Personnel Management(NIPM)
- 8 In 1990, emphasis shifted to human values and productivity through people.

- Knowledge
- Intelligence
- Communication skills
- Objectivity and fairness
- Leadership and motivational qualities
- Emotional maturity and
- Empathy

