



विद्या प्रसारक मंडळ
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Dr. V. N. Bedekar Institute of Management Studies

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Session 1 Introduction to HRM

HRM:

According to Adi Godrej,

“All corporate strengths are dependent on people.”



Human Resource Management:

‘The real sources of competitive leverage are the culture and capabilities of your organization that derive from how you manage your people.’

- *Stephen P. Robbins*

Meaning of HRM:

“HRM is the function performed in organizations that facilitates the most effective use of people to achieve organizational and individual goals.”

Ivancevich and Glueck



Human Resource Management

Definition 1 – Integration

HRM is a series of integrated decisions that form the employment relationships; their quality contributes to the ability of the organizations and the employees to achieve their objectives



Human Resource Management

Definition 2- Influencing

■ HRM is concerned with the people dimensions management. Since every organization is made up of people, **acquiring their services**, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives.

This is true regardless of the type of the organization- govt, business education , health, recreational or social action

Definition 3 Applicability

- HRM is 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.

Core Elements of HRM

Organizations -----People ----- Management



History of HRM - 1

Scientific Management Approach (mid 1900s) –

- Study of motion and fatigue
- ‘one-best-way’ to accomplish the task
- Piece-rate system
- Welfare pro-grammes
- Failed to bring behavioral changes and increase in productivity

Human Relations Approach (1930-40)

- Effect of social and psychological factors
- Relations and respect * High Productivity

History of HRM - 2

Human Resources Approach (1970s)

– Principles

- Employees are assets
- Policies, programmes and practices - help in work and personal development
- Conducive environment

Personnel and Human Resource Management:

HRM	PM
People as important assets who could be used for the benefit of organization and society	People as a tool behavior of whom could be manipulated for benefit of the organization and replaced when worn out ,this department was not treated with respect
Aiming at policies and promoting mutuality – goals, respect, rewards & responsibilities	One way traffic
In turn better economic performance and greater HRD	Emphasis on only performance

Personnel and Human Resource Management:

<p>A part of strategic business</p> <p>Eg – ICICI Bank every unit of ICICI Bank is a profit making center</p>	<p>Not considered a part</p>
<p>New add-ons like training programmes could be invoked in HRM</p>	<p>A routine activity meant to hire new employees having fixed grades & to maintain personnel records.</p>

HRM Objectives:

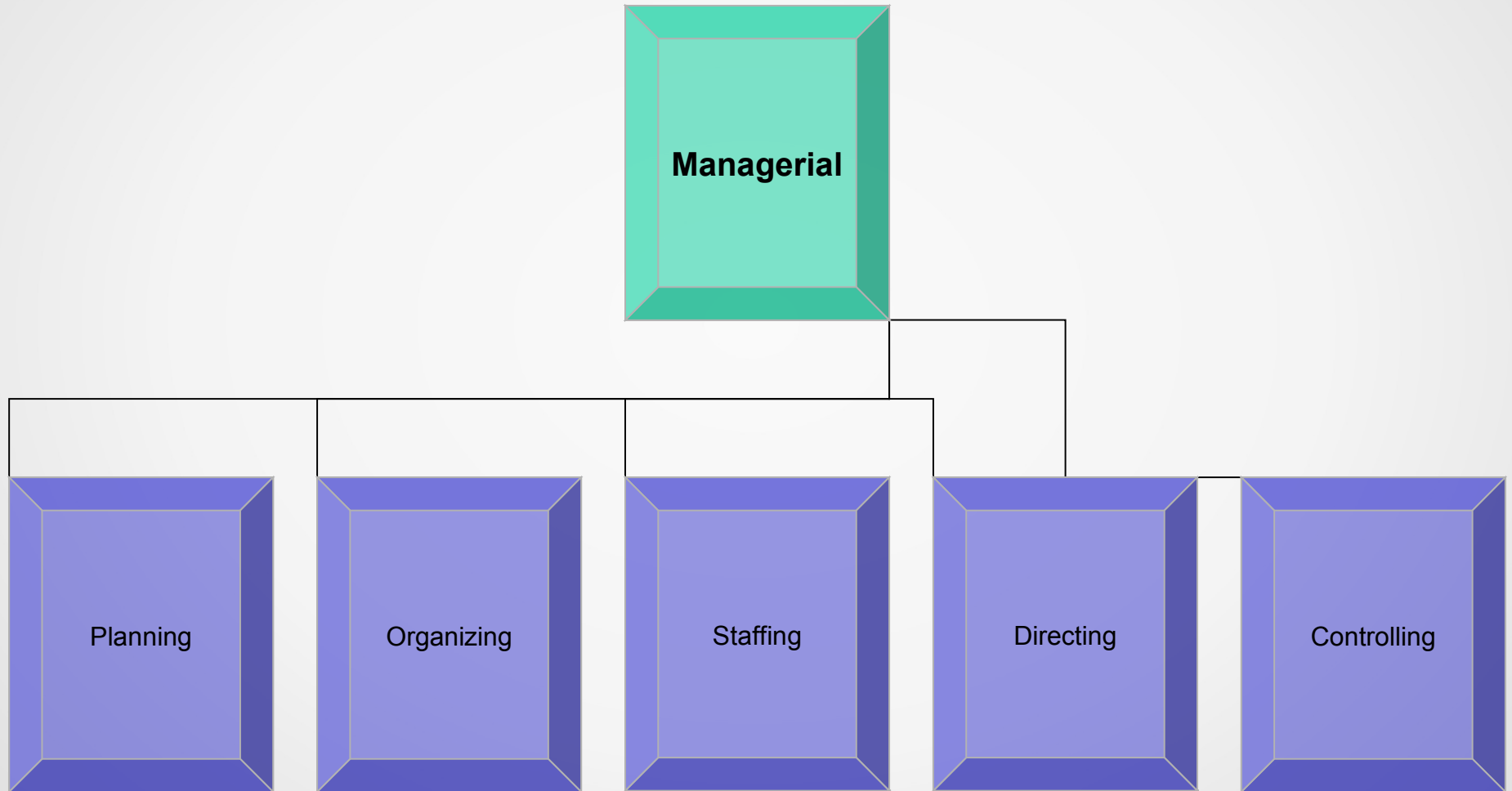
HRM Objectives	Supporting Functions
Societal Objectives	Legal Compliance
SAILs basic objective is customer satisfaction	Benefits
	Union Management Relations
Organizational Objectives	HRP
TVS Suzuki- emphasis of the company are	Employee Relations
People and quality through quality	Selection
circles	Training and Development
	Appraisal
	Placement
	Assessment
Functional Objectives	Appraisal
Reliance – KRA based on PMS & career mapping exercise, Mfg leadership prog for its senior execs in association with Hewitt	Placement
	Assessment
Personal Objectives	Training and Development
Eg- DuPont Nylon – a development	Appraisal, Placement, Compensation
Center created for employees, team bldg	

Challenges of HRM

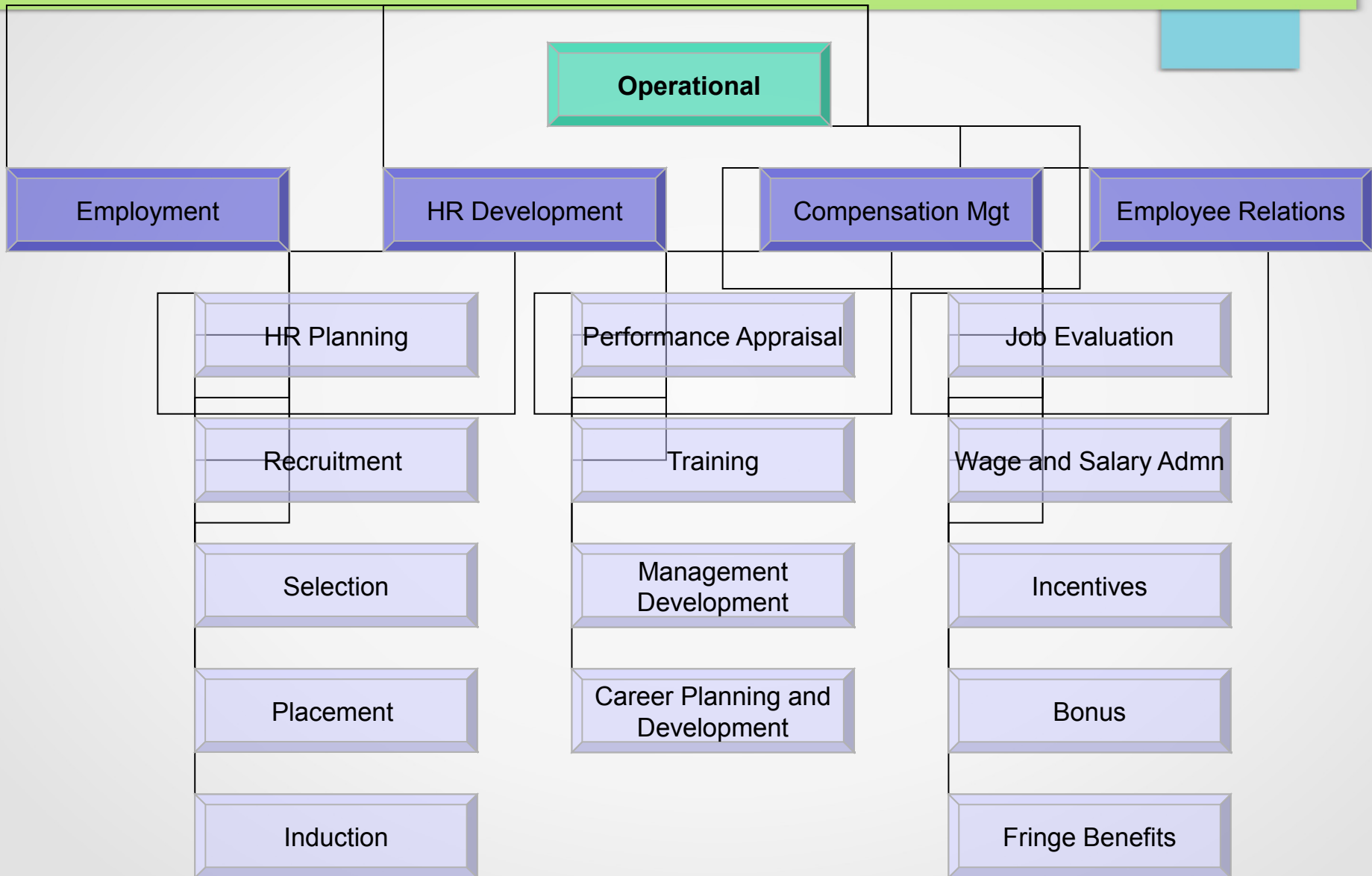
- Individuals differ from one another
- Customization of stimulation and motivation
- Demanding personnel



Functions of HRM - 1



Functions of HRM - 2



SCOPE OF HRM

HRM starts from the employees **entry** till the **exit** of the same and hence covers everything under the sun.

Activities

- HR Planning
- Job Analysis – JD & JS- Eg Wipro – implicit JA & Nirma – explicit
- Job Design eg- Bajaj Auto- job rotation and job enrichment
- Employees Hiring --Recruitment & Selection
- Orientation & Placement, Training & Development: eg Dupoint Saint Goabain Satyam –team work practiced, Punjab Tractor- Individual

SCOPE OF HRM

- Employee and Executive Remuneration Eg-infosys prefers low base of salary& individual negotiation , L&T prefers collective bargaining
- Employee Maintenance – Motivation, Communication eg BPOs, Reliance.
- Performance Appraisals - Bajaj Auto-1-behaviour 2 on results etc.
- Industrial Relations – Welfare, Safety& Health eg ONGC,

Emerging role of HRM

- Value of Human Resource
- **Competitive advantage**
- **Human Resource Accounting** – It is measurement of the cost and value of people for an organization



ROLE OF HR EXECUTIVES

- **Service provider**
- **Executive**
- **Facilitator**
- **Consultant**
- **Auditor**

Challenges to HR Professionals

- Worker productivity
- Quality improvement
- The changing attitudes of workforce
- The impact of the government
- Quality of work-life
- Technology and Training

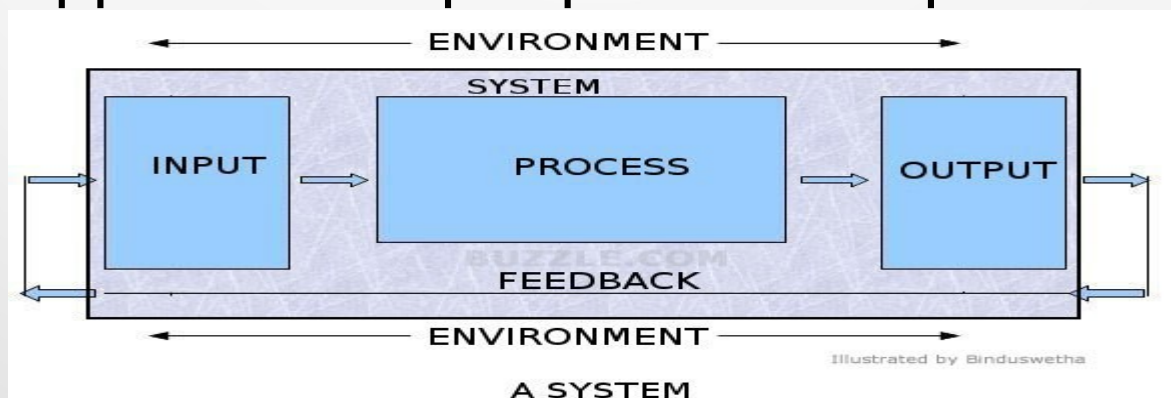
Approaches To HRM:

- Traditional Approaches:

Mechanical Approach- No difference between men and machines. Workers are hired as cheaply as possible and discarded after exploitation.

Paternalistic Approach- Management assumes fatherly and protective attitude towards employees in meeting their needs and wants just like a father does to his children.

Systems Approach – Input-process-output-feedback.



Approaches to HRM:

- Modern Approach:

Consensus and Commitment-

HRM should be integrated to the organizations mainstream:

- Proper representation on all major decision making bodies.
- Clear definition of corporate philosophy and objectives.
- Strategic linkage
- Appropriate accountability