



HUMAN RESOURCE MANAGEMENT

KSV GADTAULA



9851253357



KSV.ISKEN@GMAIL.COM



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Pilot



Actor/Actress



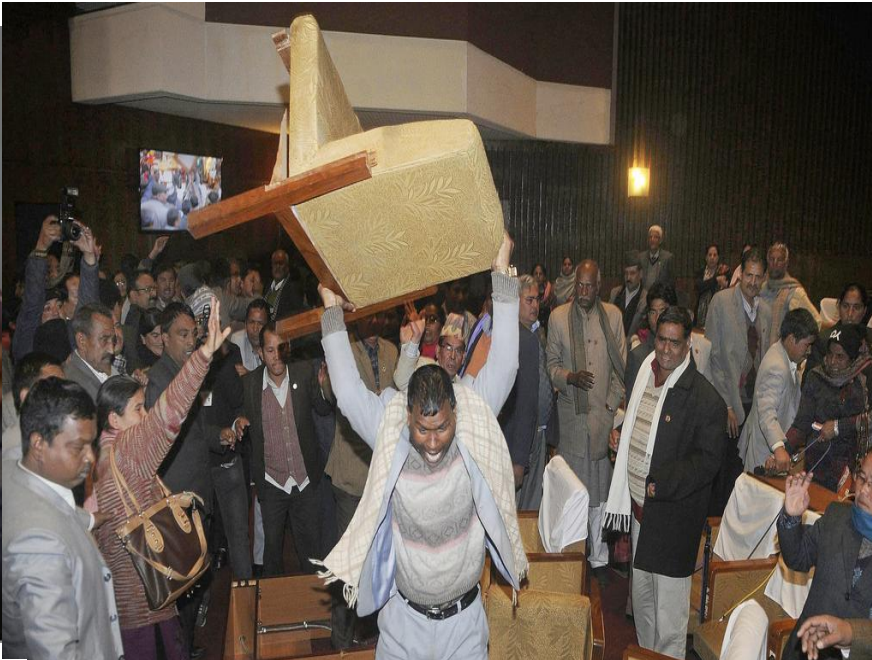
Social Activist



Scientist



Farmer



Politician



HUMAN RESOURCE MANAGEMENT

COURSE DETAILS

Unit-1 Introduction

Unit-2 Human Resource Planning

Unit-3 Job Analysis & Design

Unit-4 Employee Recruitment & Selection

Unit-5 Training & Development

Unit-6 Performance Appraisal

Unit-7 Rewards Management

Unit-8 Employee Grievances & Disciplines

Unit-9 Labor Relations & Labour Regulations in Nepal

UNIT 01 - INTRODUCTION

- Concept
- Characteristics
- Objectives
- Components of HRM
- HRM and Personal Management
- HRM Environment
 - Globalization
 - Technological Advances
 - Nature of Work
 - Workforce Diversity
 - Legal Trends
- Contemporary HR issues
- Challenges and Responsibilities of HR manager





Human Resource ???

HUMAN RESOURCE

Human resources are those people who have energy and physical strength with competencies. Competencies consist of knowledge, skill, attitude and potential for growth.



Human Resource is the most important resource of an organization and is only active resource which makes another resource utilize actively.

Management ???



MANAGEMENT

Management is the process consisting of planning, organizing, directing, controlling and other different functions of organization that are used to achieved organizational goals in effective and efficient manner.

Management is the coordination and administration of tasks to achieve a goal. Such administration activities include setting the organization's strategy and coordinating the efforts of staff to accomplish these objectives through the application of available resources.

Management can also refer to the seniority structure of staff members within an organization.



Human Resource Management

???



Human Resource is concerned with the “people” dimension in management.

Since every organization is made up of people, acquiring their services, developing their skills, motivating them to high levels of performance and ensuring that they continue to maintain their commitment to the organization which are essential to achieving organizational objectives.

**HUMAN
RESOURCE**



MANAGEMENT

HRM FUNCTIONAL COMPONENTS

The HRM process consists of planning, attracting, developing, utilizing and retaining the human resources of an organization.

Acquisition



Development



Utilization/
Motivation



Maintenance

Acquisition

It includes estimating of demands and supplies of labor for future taking into account of both internal activities and factors in the external environment.

Man Power Planning

Determination of current and future workforce requirement.

Recruitment

Identifying the sources of workforce and stimulating them to apply for vacant post.

Selection

Making choice of the right workforce.

Placement

Assignment of job on the basis of skill.

Socialization of workforce

Knowing about organizational culture, tradition, and working environment.

Development

It ensures the required competencies of the workforce to perform assigned task efficiently.

Here orientation program can be designed to help employees fit smoothly into an organization.

Analyzing Developmental Needs

Employee Training

Management Development

Career Development

Knowing the requirements of employees. What they are lacking skills/knowledge in them?

It is designed to maintain or improve current employee performance(Subordinate Level)

It is a process designed to develop skills and attitudes necessary for future work(Managerial Level)

Developing their career by giving them opportunities, providing feedback on their performance either formally or informally. HRM organize various activities to provide opportunity for employees to enhance their caliber to work.

Utilization\Motivation

HRM ensures the effective utilization of resources. It teaches how to utilize human and non-human resources so that the goals can be achieved. Organization aiming to utilize their resources efficiently invites the HR department to formulate required objectives and policies.

Job Satisfaction

Performance Appraisal

Behavioral & Structural
Techniques

Rewards according to
performance

Compensation & Benefits



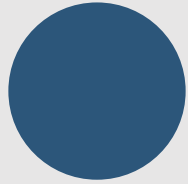
Maintenance

It ensures retaining productive employees in the organization for a long time.

- Better working condition/environment
- Health, safety & comfort
- Employees Discipline
- Grievances Handling
- Employee's welfare



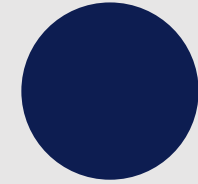
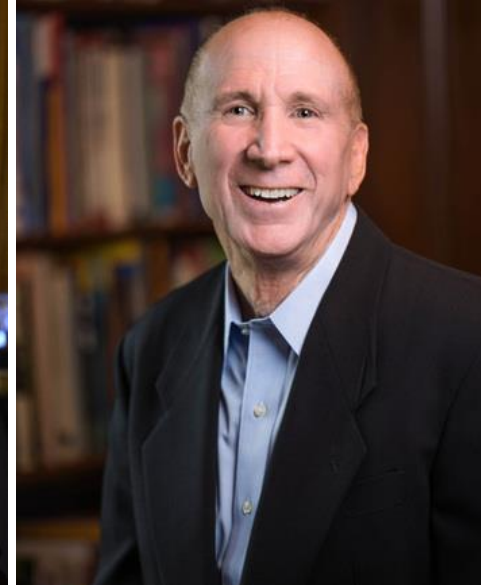
DEFINITIONS



DeCenzo & Robbins

(David A. DeCenzo & Stephen P. Robbins)

Human resource management is concerned with the people dimension in management.



Mathis & Jacson

(Robert L Mathis & John H. Jackson)

Human resource management is the strategic and operational management of activities focusing on the human resources in an organization.



CONCEPT-HRM

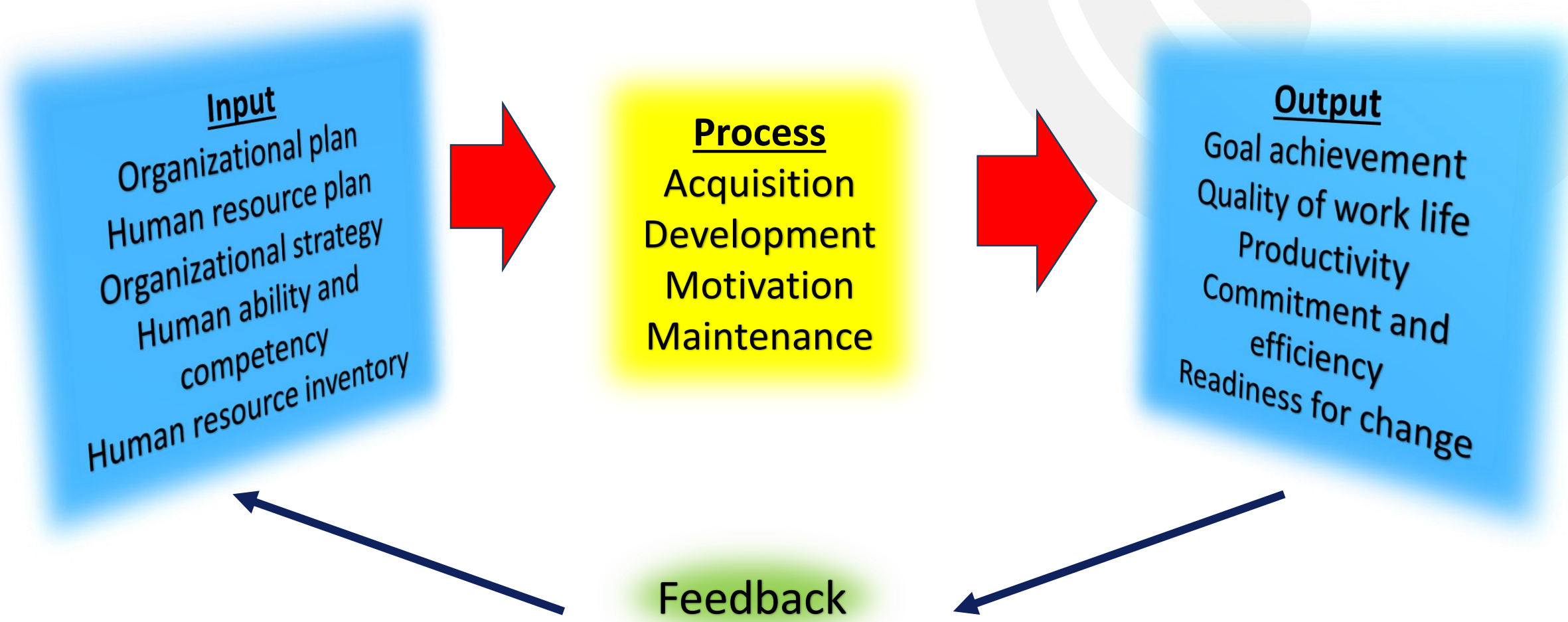
- Regarding people as the most valuable resource.
- An important function of management.
- Involving all managerial personnel.
- Including all operational personnel.
- Including all operational activities (selection, development, motivation and maintenance)
- Integrating business strategy and operational activities
- Seeking to achieve a competitive advantages.



CONCEPT-HRM

- It is the process of bringing people and organization together so that the goals of each are met.
- It is the process of managing people in organizations in a structured and broad manner.
- It is a process concerned with the management of human energies and competencies for achieving organizational objectives through acquisition, development, utilization/motivation and maintenance functions.
- It is the organizational function which can also be performed by line managers, that deals with issues related to people like recruitment, compensation, health, safety, training and development, motivation etc.

HRM SYSTEM



HRM CHARACTERISTICS

Element of management function

Emphasize on manpower

Dynamic activity

Pervasive function

Continuous function

System oriented

Focus on organizational strategy

Social process

Integration of mutual interest

Essential in all organization



HRM OBJECTIVES



Manage staff effectively

Utilization of physical resource

Increase productivity

Focus on goal achievement

Helps to solve problem

Job satisfaction

Self development of workers

Goal integration

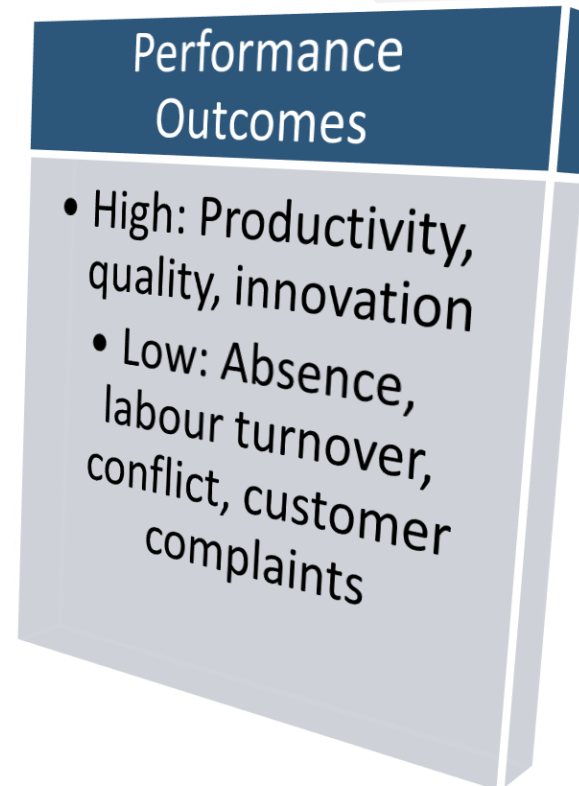
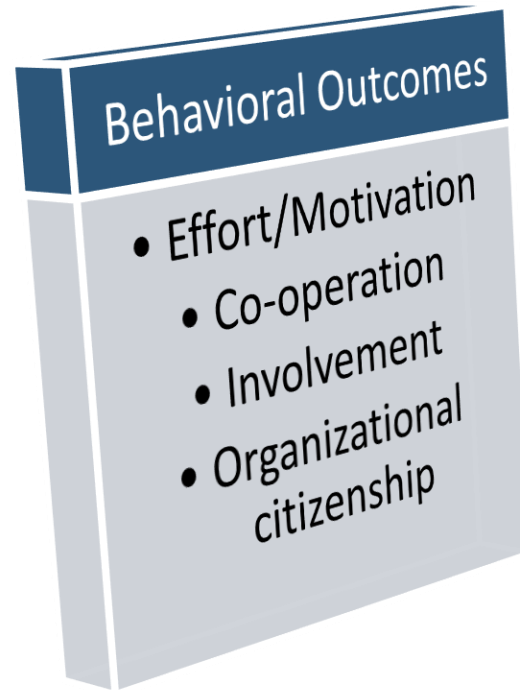
Maintain quality of work life

Adaptation with change

HRM AREA



HRM OUTCOMES



PERSONAL MANAGEMENT

Personnel management can be defined as obtaining, using and maintaining a satisfied workforce. It is a significant part of management concerned with employees at work and with their relationship within the organization.

The scope of personnel management is limited and has an inverted approach, wherein workers are viewed as tool. Here the behavior of the worker can be manipulated as per the core competencies of the organization and are replaced when they are worn-out.

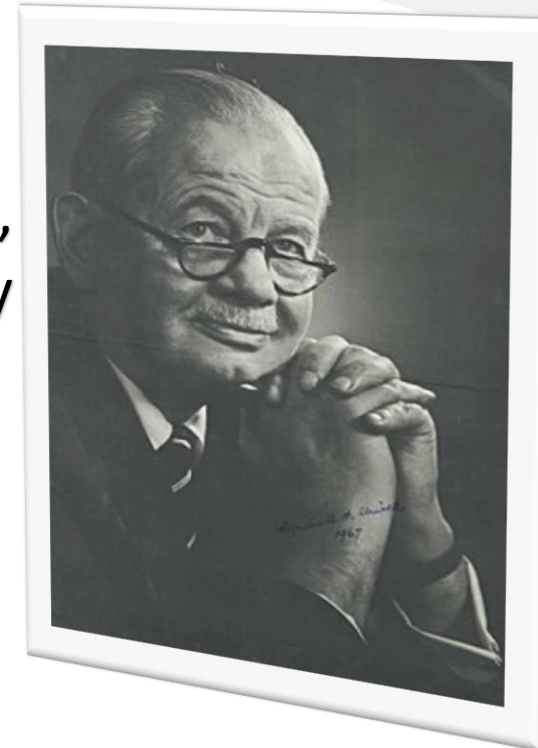


PERSONAL MANAGEMENT

According to Edwin B. Flippo, “Personnel management is the planning, organizing, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goals.”



According to Edward Francis Leopold Brech, “Personnel Management is that part which is primarily concerned with human resource of organization.”



PERSONAL MANAGEMENT

- Personal management is a traditional concept and it has limited scope.
- Employee is a tool to be used for organizational benefits.
- The behavior of employees can be manipulated for the benefit of the organization and can be replaced when it is not needed.
- Personal function is treated as a routine activity meant to hire new employees, maintain their records, provide incentives and maintain relation.
- It does not consider positively for the welfare of the employees such as job security, promotion, quality of work life, incentives, proper division of work etc.
- It is never consider as a part of the strategic management of business.

HUMAN RESOURCE MANAGEMENT

- HRM is a broad concept and it involves all the activities essential for manpower management consisting of acquisition, development, utilization and maintenance.
- It has taken employees an important wealth or asset to be used for the benefit of organizations and also to society at large.
- It is developing as a distinct philosophy of management emphasizing at plans and policies for promotion of mutuality of goals, respect, rewards and responsibilities.
- The policies of mutuality can develop commitment among the employees which will support both better economic performance and greater human resource development.
- HRM is integrated with the overall strategic management of business.

PERSONNEL MANAGEMENT VS. HUMAN RESOURCE MANAGEMENT

TIME AND PLANNING



Personnel Management is short term focused and therefore reacts on the specific personnel problems by providing piecemeal solutions. Whenever there will be any problem it plans to solve.

Human Resource Management is a proactive and makes system-wide interventions before any problem or change takes place through integration of HRM activities with business strategy. It follows a long term approach to work on the problem or change.

Personnel Management regards investment in **people as a variable cost**.

Human Resource Management regards investment in **people is social capital** capable of development.



INVESTMENT

PERSONNEL MANAGEMENT VS. HUMAN RESOURCE MANAGEMENT

MAIN CONCERNS



The personnel function in a unionized organization was mainly concerned with negotiating and administering a collective agreement. The more **focus is on compliance with rules and regulations.**

The main **concern of HRM is on employee's commitment.** Employee's involvement and participation are emphasized in work-related decisions. Some authors even stated that HRM is anti-union.

Traditionally, personnel specialists used **communication and information mainly as a source of power and control. There is restricted communication.**

On the contrary, **communication and information in HRM are important sources of developing trust and commitment among the organization's employees. There is open communication.**



INFORMATION & COMMUNICATION

PERSONNEL MANAGEMENT VS. HUMAN RESOURCE MANAGEMENT

AIMS



Personnel management aims at non managers specialist and professionals **to increase the skills of employees through teaching and learning.**

HRM is more concerned with the managers by specifically **developing the management teams** in the organization. HRM, therefore concerns itself with developing (via both training and non-training means) the full, longer term potential of individual employees.

Personnel management attempts **to influence line managers to implement its roles and responsibility.** In many cases it tries to interfering day to day responsibility of line managers.

HRM is embedded with line management **responsible for co-ordinating and directing all resources in the business** unit in pursuit of bottom line performance.



INFLUENCE

PERSONNEL MANAGEMENT VS. HUMAN RESOURCE MANAGEMENT

OUTCOMES



Personnel management is concerned with the **job satisfaction of employees.**

HRM is concerned with the **development of organizational climate and culture.**

Organizational climate and culture more important to direct employees towards achieving their goals and need satisfaction.

As one of the main functions of personnel management, manpower planning comprises practices, such as, employment forecasting and succession planning. **There is routine function.**

In case of HRM such concepts currently broaden into establishing a more explicit (two-way) linkage between human resource planning and the large organizational strategy and business planning of the organization. **There is strategic function.**



FUNCTIONS

PERSONNEL MANAGEMENT VS. HUMAN RESOURCE MANAGEMENT

ROLE OF INDIVIDUAL EMPLOYEE



The role of individual employee (job description and specification) was taken as an important criterion for selection, training, performance appraisal and for making compensation decisions of personnel management.

Under HRM an effective team or group is generally expected to work together with a view to achieving effective performance.

In personnel management, decisions are made by the top management as per the rules and regulation of the organization.

In human resource management, decisions are made collectively after considering employees' participation, authority, decentralization, competitive environment etc.



DECISIONS

HR ENVIRONMENT



Globalization



**Technological
Advances**



**Nature of
Work**



**Workforce
Diversity**



Legal Trends

HR ENVIRONMENT

Globalization



It is the process that promotes integration of world economy into single huge market.

There is free movement of products, capital, technology, labour and management across borders.

Multinational companies extend their sales, manufacturing and ownership to new markets abroad.

The reasons for going global can be sales expansion, cost reduction and forming strategic alliances with foreign companies.

It has more competition, more pressure, less secure and global challenges.

Cultural harmony, acquisition, compensation, labour relations, strategic perspective will be difficult to maintain.

HR ENVIRONMENT

Globalization



Around 1,500 Nepali youths leave for overseas jobs on a daily basis.

HR ENVIRONMENT

Technological Advances



Technology makes work more efficient which consists of equipment, skills, methods and systems.

Technological advances are rapid.

Automation, computerization, digitalization, robotics, informatics and nano technology have all affected HRM.

Implications of technological change for HRM:

- Technological advances eliminate old job and create new jobs.
- Technological advances bring changes in job design, skills need methods and processes. Most jobs have become computer and information technology based. Retooling of skills will be needed.



HR ENVIRONMENT

Nature of Work



The nature of job is changing. More and more jobs are getting high-tech.

Knowledge intensive high-tech jobs are replacing factory jobs. More employees are employed in producing and delivering services.

Implications of nature of work for HRM:

- Manufacturing jobs are shifting to low wage countries, such as China and India.
- Companies are able to produce more products with fewer employees.
- Manufacturing jobs will go down. Service jobs will increase.
- Jobs will require more education and more skills. Employees will need to learn continuously.

HR ENVIRONMENT

Workforce Diversity



Heterogeneous workforce, diverse workforce, skilled professionals and low skilled professionals, contingent workforce (part-time, temporary and contract employees), multi-culturism workforce.

Implications of nature of work force diversity for HRM:

- HRM required to adapt human resource practices to workforce diversity.
- HRM will need to be more sensitive to individual differences in workplaces. They will need to deal with different values, needs, interests and expectations.
- HRM will need to deal with less attached employees.
- HRM will need to avoid all types of discrimination in work settings.

HR ENVIRONMENT

Legal Trends



Legal forces in HRM environment consist of laws, rules, regulations, court rulings and institutions. Legal provisions affect HRM policies and practices. HRM must comply with the legal provisions in force.

Implications of nature of legal trends for HRM:

- The legal framework is expanding. It protects fair practices in employment. It protects rights and interests of employees.
- The cost of enforcing legal framework relating to HRM matters is increasing.
- International Conventions, specially from international Labor Office (ILO), have become guidelines for managing HRM matters.

HR CHALLENGES DUE TO THE COVID-19 OUTBREAK

Mental Health and Wellbeing

Uncertainty

Employee engagement

Managing remote work

Lack of Agility

More or less the HR teams are doing their best by sharing:

- Updates regarding measures adopted by the organization,
- Updates from business leaders via email or video,
- Links to valuable external information sources,
- Ongoing communication on HR policies related to the crisis,
- And through health talks and training sessions.

Employee communication

HR CHALLENGES MINIMIZATION

Communicate with
empathy

Create guidelines and
support networks for
those working from home

Provide direction,
confidence & resilience

Invest in training

Keep workers safe by
maintaining a healthy
work environment

Be flexible

CONTEMPORARY HR ISSUES

Globalization

**Technological
Advancement**

**Change in
Legal Trends**

**Learning
Organization**

**Work life
Balance**

**Workforce
Diversity**

**New HRM
Concern**

Complexity

**Less Attached
Employees**

**Management
of Change**

RESPONSIBILITIES OF HR MANAGER



Managerial Responsibilities

- Planning
- Organizing
- Staffing
- Directing
- Controlling



Operative Responsibilities

- Acquisition
- Development
- Utilization
- Maintenance

RESPONSIBILITIES OF HR MANAGER



Planning

It is the process of predetermining HRM needs and choosing courses of actions to satisfy those needs.

HRM needs represent a gap between requirements and supply.

- HR planning is deciding in advance about what HR activities to do, how to do them, when to do them and who is to do them.



RESPONSIBILITIES OF HR MANAGER

Managerial Responsibilities

Organizing



It is establishing a structure. It defines relationships among HRM activities. It involves:

- Defining activities required to achieve HRM goals.
- Grouping of activities in departments/selections.
- Designing a structure. Assigning group of activities to position and people.
- Establishing authority and responsibility relationships for each position.
- Coordinating activities to achieve harmony in efforts.

RESPONSIBILITIES OF HR MANAGER



Staffing

It is filling and keeping filled positions in the structure. The positions are matched with various skills. It is concerned with human resource acquisition function.



Directing

It is leading, communicating and motivating people to perform activities effectively.

- Leading is guiding and influencing the work of people to willingly and enthusiastically achieve goals.



RESPONSIBILITIES OF HR MANAGER

Managerial Responsibilities

Controlling

It is the measurement and correction of performance to achieve targets.

It involves:

- Establishing standards of performance.
- Measuring actual performance.
- Finding and analyzing deviations in performance.
- Taking corrective actions to correct deviations.



RESPONSIBILITIES OF HR MANAGER



Acquisition

Job analysis, recruitment, selection and socialization activities.

Development

Training and management development, career development activities.

Utilization

Motivation, performance appraisal and compensation management activities.

Maintenance

Discipline, labour relations and welfare activities.

HRM CONCEPT IN NEPALESE ORGANIZATION

Home Work/
Presentation

Roll No.

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CASE STUDY

Jack Nelsons problem:

As a new member of the board of directors for a local bank, Jack Nelson was being introduced to all the employees in the home office. When he was introduced to Ruth Johnson, he was curious about her work and asked her what the machine she was using did. Johnson replied that she really did not know what the machine was called or what it did. She explained that she had only been working there for two months. However, she did know precisely how to operate the machine. According to her supervisor she was an excellent employee. At one of the branch offices, the supervisor in charge spoke to Nelson confidentially, telling him that something was wrong but she didn't know what. For one thing, she explained, employee turnover was too high and no sooner had one employee been put on the job than another one resigned. With customers to see and loans to be made, she continued, she had little time to work with the new employees as they came and went.

At branch supervisors hired their own employees without communication with the home office or other branches. When an opening developed, the supervisor tried to find a suitable employee to replace the worker who had quit.

After touring the 22 branches and finding similar problems in many of them, Nelson wondered what the home office should do or what action he should take the banking firm generally was regarded as being a well run institution that had grown from 27 to 191 employees during the past 8 years. The more he thought about the matter, the more puzzled Nelson became. He couldn't quite put his finger on the problem and he don't know where to report his findings to the president.

Questions:

A. What do you think is causing some of the problems in the banks from office and branches?

Do you think setting up an HR unit in the main office would help?

What specific function would then be carried out by supervisors and other line managers?

What HR functions would then be carried out by supervisors and other line managers?

What role should the internet play in the new HR organization?

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HRM SCOPE

1. All corporate decisions affect the nature of the relationship between the organization and its employees, that is, its human resources. Thus, there is a need to see the impact of management decisions on HR management to understand the HRM concept.
2. HRM provides a new perspective for understanding employment relations and the contribution of people.
3. The central focus of HRM is on performance, which is influenced by the firm's HR functions-selection, appraisal, rewards and development activities to achieve the corporate strategy.
4. It covers the area that promotes mutuality- mutual goals, mutual influence, mutual respect, mutual rewards, mutual responsibility.
5. It focus on the goals of integration, of employee commitment flexibility/adaptability and quality.

HRM SCOPE

6. As distinct from traditional personnel management, it emphasizes the development of management teams, integrating HR activities under the responsibility of the line managers and greater 'bottom line approach.'
7. It accepts the key role of line management in the implementation of HR activities.
8. It supports employee relations at the firm level – team working, flexible working practices, direct communication and quality programs.
9. Human responses are an integral part of business strategies.
10. HRM offers the mechanism for integration, such as:
 - a. The use of planning.
 - b. A coherent approach to the design and management of personnel systems based on an employment policy and manpower strategy and often underpinned by a philosophy.
 - c. Matching HRM activities and policies to some explicit business strategy.
 - d. Seeing the people of the organization as a 'strategic resource' for achieving a 'competitive advantage.'



THANK YOU!



KSV.ISKEN@GMAIL.COM



9851253357