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Human Resource Management (18 BCA 45A)

UNIT 1

Nature and Scope of Human Resource Management - Differences between Personnel Management and HRM - Human Resource Planning - Recruitment - Selection - Methods of selection.

Reference Book

Human Resource Management

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UNIT 1

Meaning of Human Resource Management:

It in the Strategic approach to the effective management of people in a company or organisation such that they help business gain a Competitive advantage. It is designed to maximise employee performance in service of an employers' Strategic objectives

Scope of HRM

It includes

1) HR Planning
2) Job Analysis
3) Recruitment and Selection
4) Induction
5) Training and development
6) Performance Apprais
7) Compensation and Management
8) Motivation
9) Health, welfare and Safety
10) Industrial relation
11) Employee Counselling
12) Personnel Researd
13) Information System
14) Organisation development

Nature of HRM

1. Comprehensive
2. Continuous function
3. People function
4. Pervasive function
5. Art and Science
6. Service function
7. Challenging
8. Development oriented
9. Importance to Individual
10. Multidisciplinary function
11. Action Oriented
12. Goal Oriented
13. Integrated concept.

Functions of HRM

I Managerial Functions.

1. Planning
2. Organising
3. Staffing
4. Directing
5. Coordinating
6. Controlling
7. Innovation
8. Decision making
9. Job Analysis

II Operative functions

1. Recruitment
2. Development
3. Compensation
4. Maintenance
5. Motivation
6. Personal records
7. Industrial Relation

III Advisory functions

1. Advice to Top management
2. Advice to Departmental Heads

Differences between Personnel Management and HRM

Personnel Management	Human Resource Management
1. It is a traditional approach	1. It is a modern approach
2. Routine function	2. Strategic function
3. ot connected with Core	3. Integrated with orgnl. functions
4. Reactive in nature	4. Proactive in nature
5. Workforce Centered	5. Resource Centered
6. Plays transactional role	6. Plays transformational role
7. Scope – personnel administration, employee welfare and labour relations	7. Scope – Acquisition, development, maintenance and motivation
8. Importance to – norms, traditions and customs	8. Values, mission and organisation
9. Job design is based on division of labour	9. Based on team work
10. Treats workers like tools and equipment	10. Treats workers as assets
11. Performance is based on seniority and appraisal	11. Based on skills, talents and commitment
12. Decisions taken by top management	12. Decisions taken by mutual discussion

HR Planning

Meaning: It is the process by which a management determines how an organisation should move from its current man power position to its desired man power position

Features

1. Based on organisational goal
2. Future oriented
3. Clearly defined objectives
4. Continuous process
5. Estimating requirements
6. Planning demand and supply
7. Optimum usage of human resources
8. Component of HR management system
9. Time period - Short, medium & longterm

Need or Importance

1. To meet organisational requirements
2. Basis for other functions
3. Skill shortages
4. To avoid labour imbalance
5. To meet technological changes
6. To fill up Vacancies
7. To meet changing trends

6. Training and development of employees

7. Satisfies employee needs

Steps in HR Planning

1. Deciding goals or objectives
2. Environment Analysis
3. Forecasting demand for human resources
4. Forecasting supply of human resources
5. Balancing demand and supply
6. HR Plan implementation

Benefits of HR Planning

1. Supports organisational objectives
2. Enables utilisation of human resources
3. Appoints right people with right skills
4. Aids in filling up vacancies
5. Helps in management forecast
6. Provides data for preparing budgets
7. Supports expansion efforts

Problems in HR Planning

1. Inaccuracy   2. Employee resistance
3. Uncertainties   4. Time consuming
5. Lack of management support
6. Lack of proper estimation

RECRUITMENT

Meaning:

It is the process of finding and attracting capable applicants for employment

Factors influencing recruitment

1. Size of the organisation
2. Recruitment policy
3. Salary Structure
4. Working Conditions
5. Employment Conditions
6. Growth of firms
7. Image and reputation of unit
8. Image of the job
9. Competitors
10. Cost of recruitment
11. Human Resource Planning
12. Enrolment factors.

Objectives of Recruitment

1. To identify present and future requirement
2. To act as a link between employer and candidate
3. To locate and attract potential applicants
4. To select best candidates
5. To reduce the number of unsuitable candidates
6. To encourage retention of recruited candidate
7. To encourage employee referral
8. To minimise cost and time of recruitment
9. To improve the skills of recruiters

Steps in recruitment process

1. Recruitment planning
2. Designing recruitment Strategy
3. Evaluation of recruitment sources
4. Implementation of Strategy
5. Advertising the vacancy
6. Evaluation

Sources of Recruitment

Internal Recruitment

1. Promotion
2. Transfer
3. Referrals
4. Job postings
5. Retired employees
6. Retrenched employees
7. Dependends of deceased
8. Former employees

External Recruitment

1. Professional Association
2. Advertisement
3. Employment exchange
4. Walk-in
5. Unsolicited applicate
6. Talk-ins
7. Contractors
8. Head hunters
9. Radio, Tv, Internet
10. Competitors
11. Mergers
12. Acquisition

Merits of Internal Sources of Recruitment

1. Time Saving
2. Reliable method
3. Reduced training cost
4. Better motivation
5. Improved loyalty
6. Reduced turnover
7. Better relations
8. High Productivity

Demerits

1. Limited Scope
2. Partiality
3. Hinders fresh thinking
4. Less choice
5. Talent Ignored
6. Lethargic attitude
7. Conflicts
8. Might affect growth
9. Difficulty to turnaround.

Merits of External Sources of Recruitment

1. Availability of Suitable persons
2. Brings fresh thinking
3. Economical
4. Initiate turnaround
5. Avoids politics
6. Enables growth
7. Improved diversity.

Demerits

1. Higher turnover
2. Lack of Cooperation
3. Expensive
4. Lack of adjustment
5. Affects initiative
6. Affects motivation & morale
7. clash ideas
8. chances of failure

SELECTION

It is the process of choosing the most suitable candidates from the applications received and rejecting the others.

Importance of selection

1. Best talent
2. Better Efficiency
3. Job Satisfaction
4. Reduced Cost of training
5. Reduced turnover
6. Other benefits

Stages in the process of selection

1. Receipt of Applications
2. Screening of Applications
3. Application Blank
4. Employment Test
5. Interview
6. Reference check
7. Medical Examination

Psychological Test or Employment Test

1. Intelligence test
2. Aptitude test
3. Achievement test
4. Interest test
5. Personality test
6. Physical ability test

Interview

It is a selection technique which enables employer to view the total individual and directly appraise the behaviour

Types of Interview

1. Structured
2. Unstructured
3. Situational
4. Behavioural
5. Stress
6. Panel
7. Group

Guidelines for Effective Interviews

1. Based on Job Analysis
2. Right location
3. Suitable duration
4. Well prepared Questions
5. Review of resumes
6. Ensure clarity
7. Two way Communication
8. Attentive listening
9. Relaxed atmosphere
10. Note taking
11. Discussion of benefits
12. Objective assessment
13. Proper Close
14. Communication of selection decision

Recruitment	Selection
1. Process of encouraging to apply	1. Process of picking up Suitable person.
2. Purpose is to Create talent pool	2. Purpose is to select suitable one
3. Approach is positive	3. Approach is negative - rejection
4. Preceeds selection	4. Follows recruitment
5. Encourages large people to apply	5. Rejects unsuitable candidates
6. Economical method	6. Expensive method
7. Doesnot result in any Contract	7. Contract between employer employee
8. Simple process	8. Complex process
9. Less time Consuming	9. More time Consuming
10. Procedure - Identify and notify vacancies	10. Procedure - tests, Interview medical examination