

COMMERCE VI

HUMAN RESOURCE MANAGEMENT

SYLLABUS

MODULE 1:

HUMAN RESOURCES MANAGEMENT

MODULE 2:

HUMAN RESOURCE DEVELOPMENT

MODULE: 3

HUMAN RELATIONS

MODULE : 4

TRENDS IN HRM

MODULE I: HUMAN RESOURCE MANAGEMENT

**HRM: CONCEPT, FUNCTIONS, IMPORTANCE,
TRADITIONAL VS STRATEGIC HRM**

HUMAN RESOURCE PLANNING: CONCEPTS, STEPS IN HRP

**JOB ANALYSIS, JOB DESIGN: CONCEPTS, COMPONENTS,
TECHNIQUES**

RECRUITMENT: CONCEPT, SOURCES OF RECRUITMENT

**SELECTION: CONCEPT, PROCESS, TECHNIQUES OF E-
SELECTION**

INTRODUCTION

Edwin Flippo - HRM refers to, “ planning, organising.directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organisational, and social objectives are accomplished.”

FEATURES / NATURE OF HRM:

1 PROCESS

2 MULTIDISCIPLINARY APPROACH

3 UNIVERSAL APPROACH

4 CONTINUOUS IN NATURE

5 OBJECTIVE ORIENTED

10 DEVELOPMENT OF EMPLOYEES POTENTIALITIES

6 LONG TERM BENEFITS

7 DEVELOPMENT OF TEAM SPIRIT

8 KEY ELEMENT IN COPING WITH PROBLEMS

9 INTEGRATED USE OF SUBSYSTEMS

FUNCTIONS OF HRM

1 HUMAN RESOURCE PLANNING

2 ACQUISITION/SELECTION FUNCTION

3 PLACEMENT FUNCTION

4 PERFORMANCE APPRAISAL

5 PROMOTION

6 TRAINING AND DEVELOPMENT

7 CAREER DEVELOPMENT

8 COMPENSATION FUNCTION

9 LABOUR RELATIONS

10 EMPLOYEE WELFARE

IMPORTANCE OF HRM

1 AVAILABILITY OF COMPETENT MANPOWER

2 EFFECTIVE USE OF MANPOWER

3 MOTIVATION OF MANPOWER

4 MORALE OF EMPLOYEES

5 CAREER DEVELOPMENT OF EMPLOYEES

6 COMPETITIVE ADVANTAGE

7 WORKING RELATIONSHIPS

8 CORPORATE IMAGE

9 SOCIAL OBJECTIVES

10 NATIONAL SIGNIFICANCE

STRATEGIC HRM

Society for HRM (USA) states that 'Strategic HRM as a discipline covers the concepts and practices that guide and align HRM philosophy, tactical planning and practice with the strategic and long term goals of the organisation, with a particular focus on human capital.'

Business Dictionary.com defines strategic HRM as 'proactive management of the employee of a company or organisation'

Strategic HRM therefore involves, improving manpower policies and practices relating to selection, employee training, employee compensation, appraisal techniques and discipline.

TRADITIONAL V/S STRATEGIC HRM

1 MEANING

2 NATURE OF DECISIONS

3 NATURE OF HR POLICIES

4 OBJECTIVES

5 PERFORMANCE APPRAISAL

6 PROMOTION

7 PLACEMENT

8 QUALITY OF WORK

9 RETENTION OF EMPLOYEES

10 SELECTION

11 SPECIALISATION

12 TRAINING

13 COMPENSATION

14 CONCEPT OF EMPLOYEE

HUMAN RESOURCE PLANNING

STEPS IN HRP:

Review of organisational Objectives

HR requirements Forecast

HR supply forecast

Comparison

No Differences

Differences

Motivating the manpower

Monitoring HR requirements

JOB ANALYSIS

Edwin Flippo, 'Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job.'

JOB ANALYSIS

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JOB DESCRIPTION

JOB SPECIFICATIONS

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JOB TITLE

QUALIFICATION

DUTIES & RESPONSIBILITIES

QUALITIES

WORKING CONDITIONS

EXPERIENCE

WORKING HOURS

JOB DESIGN - TECHNIQUES

Harold Koontz and Heinz Weihrich, ‘ job design refers to appropriate job structure in terms of content, function and relationships.’

Approaches / Techniques of Job Design :

A) TRADITIONAL JOB DESIGN: It is based on time, motion and fatigue studies

A) MODERN (MOTIVATIONAL) JOB DESIGN:

- 1 Job Simplification
- 2 Job Rotation
- 3 Job Enlargement
- 4 Job Enrichment
- 5 Job Flexibility

RECRUITMENT - SOURCES

Edwin Flippo, 'Recruitment is a process of searching for prospective employees and stimulating them to apply for jobs.'

SOURCES OF RECRUITMENT



INTERNAL SOURCES

EXTERNAL SOURCES

Transfers

Consultants

Retirees

Campus Recruitment

SELECTION PROCESS

- 1. JOB ANALYSIS**
- 2. ADVERTISING THE JOB**
- 3. INITIAL SCREENING**
- 4. APPLICATION BLANK**
- 5. TESTS**
- 6. INTERVIEW**
- 7. REFERENCE CHECK**
- 8. MEDICAL CHECK**
- 9. FINAL INTERVIEW**
- 10. JOB OFFER**

TECHNIQUES OF E-SELECTION

1 Online Application

2 Key word Search

3 Online Testing

4 Online Interview

5 Online Reference check

6 Final Online Interview

