

## Quadrant II - Notes

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**Module Name: Introduction to Human Resource Management**

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### ➤ **DEFINITION OF HUMAN RESOURCE MANAGEMENT:**

**According to Flippo**, “Personnel management, or say, human resource management is the 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”.

**The National Institute of Personnel Management (NIPM) of India**, has defined human resource/personnel management as “that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organisation of the men and women who make up an enterprise and having regard for the well-being of the individuals and of working groups, to enable them to make their best contribution to its success”.

➤ **MEANING OF HUMAN RESOURCE MANAGEMENT:**

Human Resource management is the process of procuring, developing, compensating and maintaining competent human resources in the organization so that the goals of an organization are achieved in an efficient and effective manner.

➤ **NATURE/ FEATURES / CHARACTERISTICS OF HRM:**

**1) Part of Management Discipline:**

Human resource management is an integral part of the management discipline. It is embedded in the organisational structure of an enterprise. It is a field of study and not a discipline in itself. Being the part of HRM, it depends upon management for the concepts, principles and techniques and then applies them in the management of human resources.

**2) HRM is a Pervasive Function:**

HRM is a pervasive function. It is required in all types of organisations and also at all the levels. It is equally important in government agencies, armed forces, sports organisations, educational institutions etc.

**3) It is a Continuous Activity:**

Management of human resources is a never ending process. It keeps on functioning throughout the life of an organization as people keep coming and going out of organization after a span of work. It cannot stop functioning even for a day as it would collapse the recruitment, training, motivating, compensating and evaluating processes of the organization which are required for every day operations.

#### **4) HRM is People Oriented:**

As human resource management deals with employees individually as well as in group, it is said that human resource management is people oriented. Human resource management deals with the human relations in the organisation. From top to the bottom of the organisation HRM is concerned with personnel, so it is said to be people oriented.

#### **5) It is Goal Oriented:**

HRM is concerned with the achievement of organisational objectives by providing tools and techniques for effectively managing the people in the organisation. The achievement of the objectives of the organisation depends on the type and quality of the human resources it possesses and how effectively it utilizes its human resources.

#### **6) It is Interdisciplinary:**

Human resource management has become a highly specialized job in the modern times. It is interdisciplinary and not an isolated subject. It uses the knowledge from the various disciplines like economics, psychology, sociology, anthropology etc

#### **7) HRM is Dynamic:**

Every individual working in an organisation possesses different and distinct physiological, psychological, sociological and ethical qualities. Furthermore, their quality, behaviour is not static. Hence managing of human resource is a complex activity and “one size fits all” plans and strategies related to managing human resources is not applicable.

### **8) HRM is a Science as well as an Art:**

Handling people is one of the most creative art and human resource management involves the application of theoretical knowledge for the solution of the problems of human resources, this makes HRM as the art. HRM is a science as it comprises of the organized body of knowledge consisting of principles and techniques. Therefore, HRM is both art as well as science.

### **9) It is Development-Oriented**

HRM is concerned with the development of every employee in the organization. It provides suitable training and development programmes to make the employee competent enough to achieve organizational goal.

### **10) It is an integrating mechanism:**

HRM acts as an intra-connecting mechanism between various departments. It helps in maintaining warm and cordial relationships between people working at various departments and levels in the organization. HRM believes in teamwork for achievement of organizational goals.

#### **➤ OBJECTIVES OF HRM:**

##### **1. Organizational Objectives:**

HRM is a means to achieve efficiency and effectiveness. Acquiring right man for the right job at right time in right quantity, developing through right kind of training, utilizing the selected workforce, and maintaining the workforce are the organizational objectives of HRM. Succession planning is an important issue to be taken up as a contemporary organizational objective.

## **2. Functional Objectives:**

HRM performs so many functions for other departments. However, it must see that the facilitation should not cost more than the benefit rendered.

## **3. Personal Objectives:**

In today's world there is shortage of requisite talent. Employees are encouraged by competitive firms to change the jobs. HRM has the responsibility to acquire, develop, utilize, and maintain employees.

This would be possible only when the HRM helps employees to achieve their personal goals to get their commitment. Creating work-life balance for the employees is a personal objective.

## **4. Societal Objectives:**

HRM must see that the legal, ethical, and social environmental issues are properly attended to. Equal opportunity and equal pay for equal work are the legal issues not to be violated.

### **➤ SCOPE OF HRM:**

#### **1. The Labour or Personnel Aspect:**

This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, lay-off and retrenchment, remuneration, incentives, productivity, etc.

#### **2. Welfare Aspect:**

It deals with working conditions, and amenities such as canteen, creches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

### **3. Industrial Relations Aspects:**

This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary actions, settlement of disputes, etc.

#### **➤ IMPORTANCE / SIGNIFICANCE OF HRM:**

##### **1. At Social Level:**

- (i) Forming a balance between the jobs available and the job seekers, according to the qualifications and needs of the organisational criteria.
- (ii) Giving the organisation suitable and the most productive employment, which might bring to them psychological satisfaction.
- (iii) Reducing waste or improper use of human resources, through conservation of their normal energy and health.
- (iv) Assisting people to take their own decisions that are in their interests.

##### **2. At Professional Level:**

- (i) Forming the dignity of the employees as a 'human-being'.
- (ii) Giving maximum opportunities to the development of individual.
- (iii) Giving healthy relationship between different workgroups so that the work may be effectively performed.
- (iv) Enhancing the employee's working skill and capacity.

##### **3. At Corporate Level:**

- (i) By ensuring that business organisation has a team of dedicated, competent employees.
- (ii) By utilizing all available human resources.
- (iii) By attracting as well as retaining requisite talent through the following effective HR planning, recruitment, selection, placement, orientation, compensation, and promotion policies.

(iv) By developing a requisite skills and correct attitude amongst the employees through the proper training of employee, development, performance appraisal and other schemes.

(v) By effectively securing the willing cooperation of employees through motivation, grievance handling and so on.

**4.At National Level:**

(i) Judicious utilisation of natural, physical and financial resources of nation requires an efficient and committed workforce.

(ii) Economic development of nation is dependent upon the skills, attitudes, and values of its human resource.

(iii) It aids to accelerate the process of economic growth.

(iv) It assists to help in improving the standard of living and better employment.

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