

Course Code: (B.Com. Core : 2.4) HUMAN RESOURCE MANAGEMENT

**Course Objectives:** The objective of the course is to expose the students to the various aspects of human resources development strategies

**Pedagogy:** Class room Lectures, Assignments and Presentations.

**Course Inputs**

**Module-I: Human Resource Management**

**16 Hours**

Meaning, Definition, Nature, Scope, Managerial and Operative Objectives, Evolution and Development of Human Resource Management, Role of Human Resource Manager and Responsibilities of Human Resource Manager.

**Module-II: Human Resource Planning and Development.**

**12**

**Hours**

Meaning, Importance and Need for Human Resource Planning, Benefits of Human Resource Planning.

Meaning and Definition and Features of HRD, Need, Objectives and Functions of HRD.

**Module-III: Job Analysis and Job Design.**

**16 Hours**

Job Analysis, Concepts, Objectives, Significance, Process of Job Analysis, Techniques of Job Analysis, Job Description, Job Specification, Job Design.

**Module-IV: Recruitment and Selection.**

**16**

**Hours**

Recruitment-Need for Recruitment, Techniques, Sources-Internal and External Sources and Modern Methods-Process of Recruitment, Recruitment Policy, Selection, Steps in Selection Process, Test and Interviews, Types, Placement and Induction.

**Module-V: Employee Training.**

**16**

**Hours**

Need and Importance / Objectives, Types and Methods of Training, Benefits and Training, Designing Training Programmer, Executive Development Programmer-Need and Techniques.

Meaning of Performance Appraisal, Need, Objectives and Steps in Performance Appraisal.

**Module-VI: Inculcation of Soft Skills.**

**04**

**Hours**

- i. Visit any organization in your area and write the methods of selection and recruitment process of Employees adopted by that organization.
- ii. Visit any organization and write the steps adopted in that organization for

performance appraisal of employees.

**Skill Development Activities:**

1. Visit any industry and give brief note on Human Resource Planning.
2. Visit any training and Write brief note on the same.
3. Conduct an IQ test and affix summary to the record.

**Reference Books:**

1. Gupta C. B., Human Resource Management, Sultan Chand and Sons.
2. Edwin Flippo, Principles of Personal Management, McGraw Hill.
3. Kanka, Human Resource Management, Sultan Chand Publication.
4. Prasad L M, Human Resource Management, Sultan Chand and Sons.
5. Subbarao P., Human Resource Management, Himalaya Publishing House.

**B.Com II Semester**  
**Human Resource Management**  
**Module – I**

# **HUMAN RESOURCE MANAGEMENT**

## **Introduction:**

Organisations are made up of people and functions through people. Without people organizations cannot exist. The resources of men, money, materials and machinery are collected, coordinated and utilized through people. These resources by themselves cannot fulfill the objectives of an organization. They need to be united into a team. It is through the combined efforts of people that material and monetary resources are effectively utilized for the attainment of common objectives. Without united efforts no organisation can achieve its goals. All the activities of an organisation are initiated and completed by the persons who make up the organization. Therefore people are the most significant resources of any organization.

**People with required skills to perform a given job in an organisation are generally referred to as human resources.**

Managing of these resources is necessary for the success of an organization.

## **Meaning and Definition of Human Resource Management:**

**Meaning :** In simple sense, Human Resource Management means, employing people, development their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirements with a view to contribute to the goals of an organization, individual and the society.

### **Definitions:**

**Michéal J. Jucious** defined Personnel Management or Human Resource Management as “The field of management which has to do with planning, organizing, directing and controlling the functions of procuring, developing, maintaining and utilizing a labour force, such that the

- a. objectives for which the company is established are attained economically and effectively.
- b. objectives of all personnel are served to the highest possible degree and
- c. objectives of society are duly considered and served.

**According to Flippo:** Personnel Management or Human Resource Management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, manintainance and reproduction of human resources to the end that individual, organizational and social objectives are accomplished.

## **Features of Human Resource Management:**

1. Comprehensive Function
2. People Oriented
3. Action Oriented
4. Individual Oriented
5. Development Oriented
6. Pervasive Function
7. Continuous Function
8. Future Oriented
9. Challenging Function
10. Science as well as Arts
11. Staff Function
12. Young Discipline
13. Interdisciplinary
14. Nervous System

### **1. Comprehensive Function:**

Human resource management is concerned with managing people at work. It covers all types of people at all levels in the organization. It applies to workers, supervisors, officers, managers and other type of personnel.

### **2. People Oriented:**

Human resource management is concerned with employees as individuals as well as groups. It is the task of dealing with human relationships within an organization. It is the process of achieving the best fit between individuals, jobs, organizations and the environment. It is the process of bringing people and organizations together so that the goals of each are met.

### **3. Action Oriented:**

Human resource management focuses on action rather than on record keeping or procedures. It stresses the solution of personnel problems to achieve both organizational objectives and employees personal goals.

### **4. Individual Oriented:**

Under Human resource management, every employee is considered as an individual so as to provide services and programmes to facilitate employee satisfaction and growth.

### **5. Development Oriented:**

Human resource management is concerned with developing potential of employees so that they get maximum satisfaction from their work and give their best efforts to the organization.

#### 6. Pervasive Function:

Human resource management is inherent in all organizations and at all levels. It is not confined to industry alone. It is equally useful and necessary in government, armed forces, sports organizations and the like. It connects all the functional areas – production, marketing, finance, research etc. Recruitment, selection, development and utilization of people is an integral part of any organized effort. Each and every management is involved in human resource function. In big organizations there is generally a human resource or personnel department.

#### 7. Continuous Function:

Management of human resources is an ongoing or never ending exercise rather than a one shot function. It is necessary for an organization in everyday operations.

#### 8. Future Oriented:

Human resource management is concerned with helping an organization achieve its objectives in the future by providing for competent and well motivated employees.

#### 9. Challenging Function:

Managing of human resources is a challenging job due to the dynamic nature of people. People have sentiments and emotions so they cannot be treated like machines. It is, therefore, necessary to handle them tactfully.

#### 10. Science as well Art:

Human resource management is a science as it contains an organized body of knowledge consisting of principles and techniques. It is also an art because it involves application of theoretical knowledge to problems of human resources. In fact handling people is most creative arts.

#### 11. Staff Function:

The function of Human resource management is advisory in nature. Human resource managers do not manufacture or sell goods but they do contribute to the success and growth of an organization by advising the operational departments on personnel matters.

#### 12. Young Discipline:

Human resource management is of comparatively recent origin. It started in the last part of the 19<sup>th</sup> century. It is a relatively new specialized area as compared to manufacturing and marketing.

#### 13. Interdisciplinary:

Human resource management involves application of knowledge drawn from several disciplines like sociology, anthropology, psychology, economics etc.

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#### 14. Nervous System:

Human resource management is similar to the nervous system in the human body. The nervous system is inherent in the whole body and intimately associated with its every movement. Similarly Human resource management lies embedded in the structure is inherent in its functioning and an integral part of the process of management itself. Human resource management cannot be separated from the basic management function.

#### **Scope of Human Resource Management:**

The scope of Human resource management in the modern days is vast. According Dale Yoder, the scope of Human resource management consists of the following functions:

1. Setting general and specific management policy for organizational relationships and establishing and maintaining a suitable organization for leadership and cooperation.
2. Collective bargaining, contract negotiation and grievance handling
3. Staffing the organization, finding, getting and holding prescribed types and number of workers.
4. Aiding in the self development of employees at all levels by providing opportunities for personal development and growth as well as for acquiring requisite skill and experience.
5. Developing and maintaining motivation for workers by providing incentives.
6. Reviewing and auditing manpower management in the organization.
7. Industrial Relations Research – carrying out the studies designed to explain employee behavior and thereby effecting improvement in manpower management.

The Indian Institute of Personnel Management has described the scope of Human resource management into following aspects:

1. The Labour/Personnel Aspect
2. The Welfare Aspect
3. The Industrial Relations Aspect

1. The Labour/Personnel Aspect: It is concerned with manpower planning, recruitment, selection, placement, induction, transfer, promotion, demotion, termination, training and development, layoff and retrenchment, wage and salary administration, incentives etc.
2. The Welfare Aspect: This aspect is concerned with working conditions and amenities such as canteens, crèches, rest rooms, lunch rooms, housing, transportation, education etc.
3. The Industrial Relations Aspect: This is concerned with the company's relation with the employees. It includes union-management relation, joint consultation, negotiations, collective bargaining, grievance handling etc.

All the above aspects are concerned with human element in industry as distinct from the mechanical element.

The scope of human resource management has expanded considerably in the recent decades. Now, techniques of managing human resources, research in behavioral science, establishment of training institutes etc have contributed to the expansion of personnel function. Human resource management is no longer confined to wage earners in factory. It has become equally significant in offices, hospitals, government etc.

### **Importance or Significance of Human Resource Management:**

The significance of human resource management can be studied at four levels:

1. Significance for an Enterprise
2. Professional Significance
3. Social Significance
4. National Significance
5. HRM is the Central Subsystem of the Organisation

1. Significance for an Enterprise:

Human resource management can help an enterprise in achieving its goals more efficiently and effectively in the following ways:

- a) Attracting and retaining the required talent through effective human resource planning, recruitment, selection, placement, orientation, compensation and promotion policies.
- b) Developing the necessary skills and right attitudes among the employees through training, development, performance appraisal etc.
- c) Securing willing cooperation of employees through motivation, participation, grievance handling etc.
- d) Utilising effectively the available human resources.
- e) Ensuring that the enterprise will have in future a team of competent and dedicated employees.

2. Professional Significance:

Effective management of human resources helps to improve the quality of work life. It permits team work among employees by providing a healthy working environment. It constitutes to professional growth in the following ways:

- a) Providing max opportunities for personal development of each employee.
- b) Maintaining healthy relationships between individuals and different work groups.
- c) Allocating work properly.

3. Social Significance:

Sound human resource management has a great significance for the society. It helps to enhance the dignity of labour in the following ways:

- a) Providing suitable employment that provides social and psychological satisfaction to people.
- b) Maintaining a balance between the jobs available and the jobseekers in terms of numbers, qualifications, needs and aptitudes.
- c) Eliminating waste of human resources through conservation of physical and mental health.