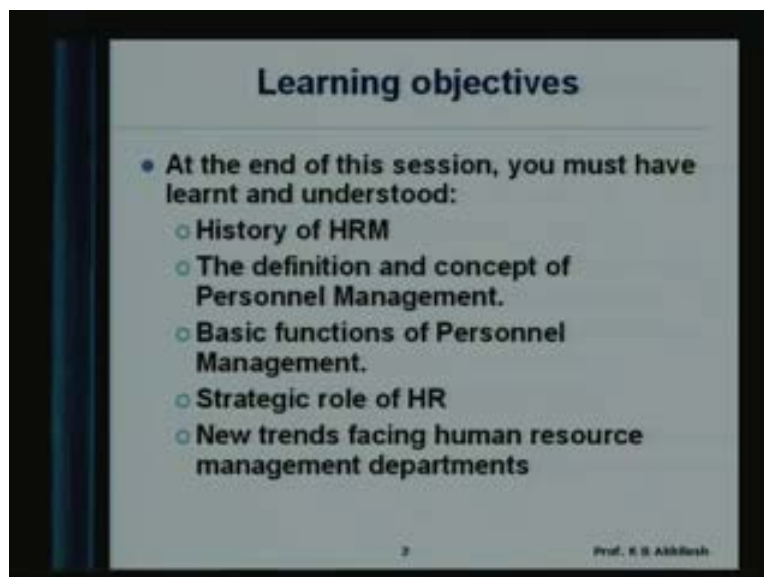


Concept of Management and Evolution of Management thought
Prof. K. B. Akhilesh
Department of Management Studies
Indian Institute of Science, Bangalore

Lecture - 18
Functions of Personal Management

Hello, in our lecture we looked at the corporate social responsibility and also the ethics, ethics and social responsibility takes us to an another important area of concern that is the human resource management or the personal management. In this lecture, I intend to talk about the various areas of human resource management, personal management and would like to give you quickly an overview of the history of human resource management, the definitions and concepts of personal management, the basic functions of personal management and the strategic role of human resource management in the organization and also the new trends facing human resources and particularly, the human resource management departments and also we will see what are the issues before one has to think about the human resource and people management wherever people work together, I think we basically assume that the issues are there and the issues become more important.

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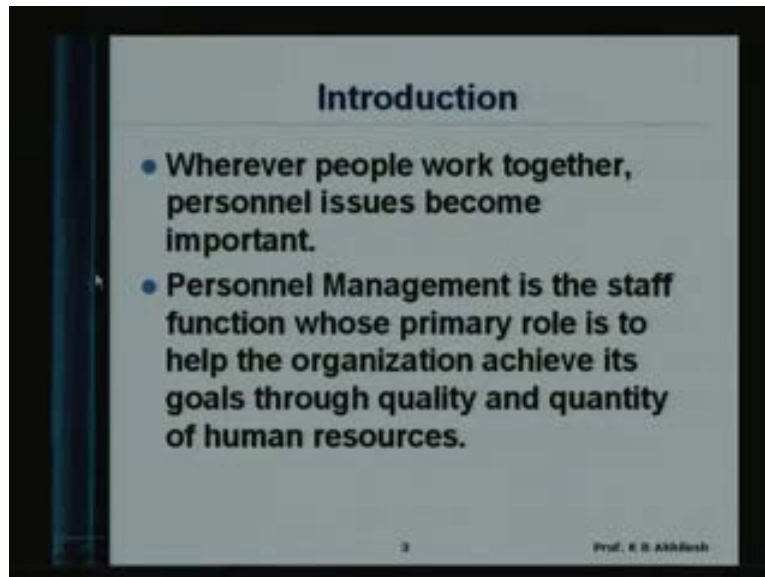


Learning objectives

- **At the end of this session, you must have learnt and understood:**
 - **History of HRM**
 - **The definition and concept of Personnel Management.**
 - **Basic functions of Personnel Management.**
 - **Strategic role of HR**
 - **New trends facing human resource management departments**

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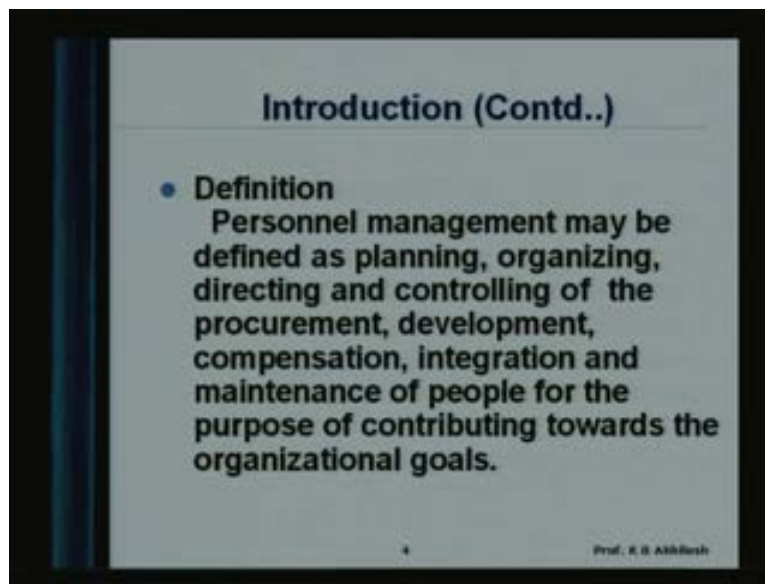
So when you see personal management, we always try and differentiate between whether it is a staff function or a line function and most of the managers today very clearly as a function we see it as a staff function whose primary role is to help the organization achieve its goals through quality and quantity of human resources. But we will also argue little later on that the every manager is a personal manager, every manager has to perform set of personal functions.

However, we will start first this as a specialized function and then as we move along we will see how these roles or who should perform these roles part of this giving this human resource function. Personal management one can always as we can see it can be defined as planning, organizing, directing and controlling as we have seen these are like fundamentals of any management function of use these word procurement, development, compensation, integration and maintenance of people for the purpose of contributing towards the organizational goals.

So that means we are talking about planning of the human resources and getting those talents on board and helping them to understand what is that they are supposed to do as a part of the organizing and telling them that what is that they should do and what is that they should not do

and making sure that they do all the things, what is required for the organization and in that making sure that there is talent is attracted that is in terms of the requirement and selection we are talking about the procurement then they are inducted and they are trained and they are made to do what is required to be done as a part of the development and then, whatever they do they need that is to be rewarded as a part of the compensation and at times their own agenda, their own individual requirements individual needs may be little different from the organizational expectations.

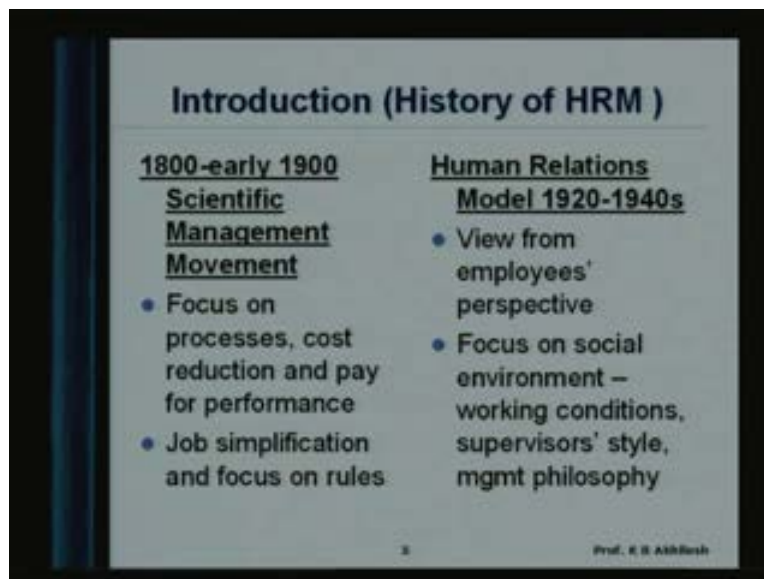
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So integrate them and making sure that their motivational levels are always in tune with the achievement of the organizational goals and that is what we are talking about the maintenance of the people and making sure all the time they are contributing and helping organization to achieve the goals. I think these and it is in nutshell what the personal management is all about but one need to see how these things have changed over a period of time, I think one can go back to the history as back as you know 1800, 1854 is considered as when the first factory system got established in India but then we will also see the initial scientific management movements.

So they started focusing on the processes, the cost reduction and also they pay for performance I think the early studies of what people talk about the Taylorism, the in the Taylorism that work study, time study, motion study these were deployed very extensively and assumption is that every job has one standard method of doing and that could be understood and that could be measured that could be taught and then, we work towards that and also the creating the as simple methods as possible and then creating the rules of the game but then we started seeing the changes in the management discipline, the human relations model became very important in the 20's to 40's.

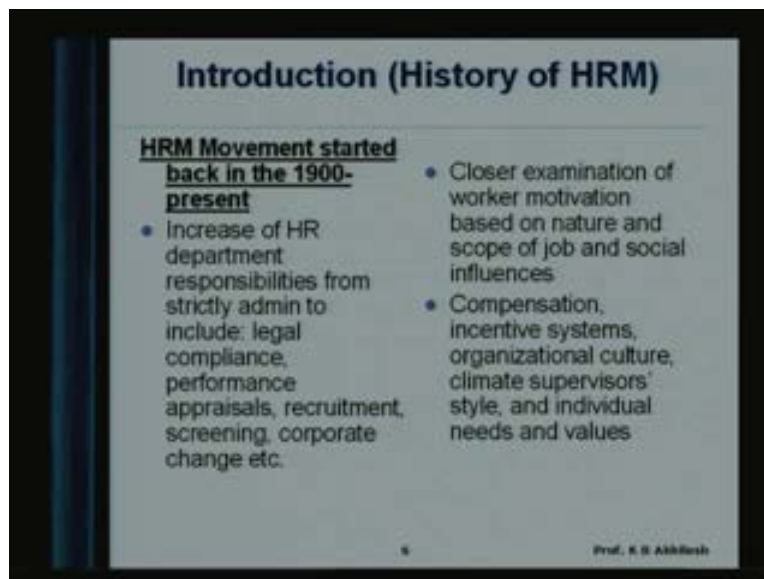
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As people started seeing the role of psychology the role of human relations and particularly, the the experiments of what the the Hawthorne experiment brought these ideas of the employees are not passive but they do have perceptions, they do have perspectives and the you need to see on the working conditions, the supervisory style and also the management philosophy of recognizing the individual talent, individual contribution and also the role of recognition and once these thoughts were brought to the table, the concerns of the human resource management was moved away from traditional providing the basics to a welfarism to, to involve in the people.

We also see the human resource movement very clearly, the 1990's and beyond to talk about quickly the kind of conditions what prevailed in 1840's and 1850's, the issues of the employment of children, the employment of women and the very extended work situations but also very oppressive conditions, oppressive conditions where there were no toilets, there were no drinking water, there were no facilities at all and then safety was always initial and food was an important consideration, I think with those things of 1850's when different committees, different people with good minds have seen that they demanded set of changes to be coming in and then, it can be you know the it in terms of the early 20's that is 1920's to 1950 if you see it is the world wars the requirement of continuous work at the shop floor and also the manufacturing and the basic necessity of maintenance of peace but then we also saw the culture of the people who moved from their agriculture lands and who worked in the organization.

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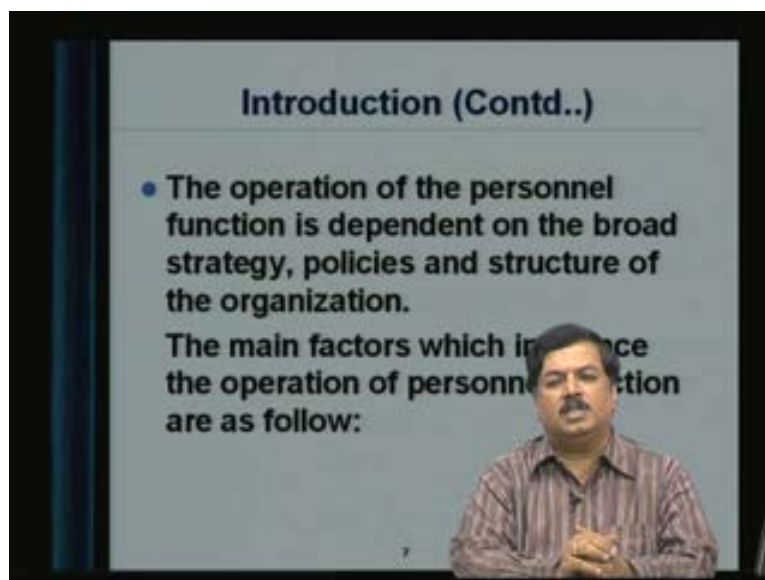


So integration of them was not an easy process, so that means people had to be taken care of for their discipline because they had no culture of the industry and they had to be taken care of in terms of their absenteeism and also making available the required number of people. So the personal function was more focused on head hunting of the kind what we are seeing today but the labor managers who are asked to do such things in the 20's and also making sure that there is

a time management in terms of the time office and also the canteen which provided the food of what people like and which is a much more a kind of a subsidiary and a welfare kind of an activity but this also saw at the growth of welfare and the role of the welfare officers. the important industrial legislations, the trade unions act, the industrial disputes act which came into the picture in the 1947 and also the employment standing orders act all helped in defining the role and relationship between the management and the and the employees and the workers and on the other side the factories act, some of the social service act provided what are all the minimum labor standards.

So it took care of their health welfare and safety of the employees and also contributed to the appointment of professionals to handle these activities in the organization, it insisted that one who is having a background in the social welfare to be appointed as welfare officers under the factories act of 1948, I think these are all some of their developments and very very subtle but broad several qualitative changes in the role of the HR, in the role of personal management but it moved from administration, personal administration to a personal management in 60's to 80's and then we see started talking about much more in the name of human resource management.

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Introduction (Contd..)

- **The operation of the personnel function is dependent on the broad strategy, policies and structure of the organization.**

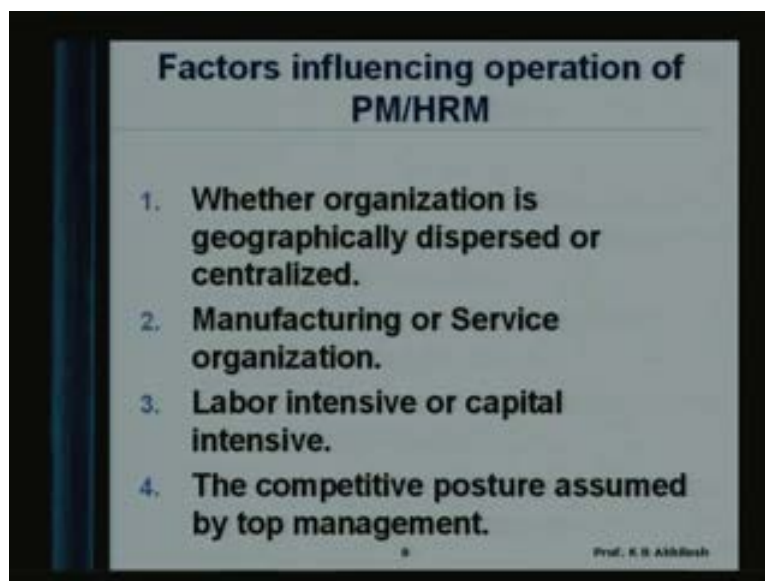
The main factors which influence the operation of personnel function are as follow:

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So what I intend to convey is even though no doubt we are using this word, the human resource management currently but what started as personal administration and personal management that is what we are really focusing on. So today, the basic things is that recruitment, selection to then we moved into the aspects of compensation then to industrial relations bargaining then to the welfare and then also to the aspects of training and development and organization development.

So we have today several of these activities have been now part of the organization. So the operation of the personal function is dependent on basically, the broad strategy, the policies and the structure of the organization and when you see the main functions, main factor which influence the operation of personal functions could be many but always one can list few whether the organization is geographically dispersed or centralized.

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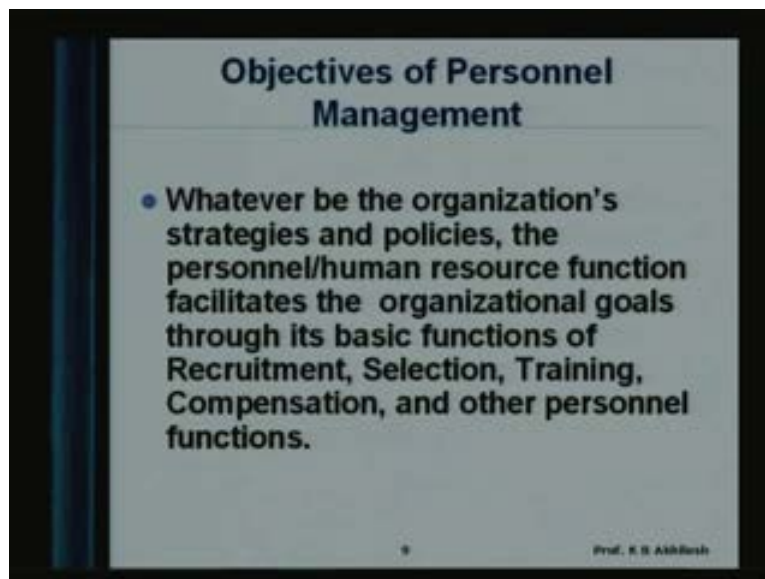


So the geographical distribution has to take care of many variations and the cultures and whether they can be centrally controlled or it should be the policies and practices should cover the details then also the whether it is a manufacturing or a service organization. Another important thing is whether it is labor intensive or capital intensive and when you see the refineries, there are highly

capital intensive, when you see the mines there all capital intensive but when you see the organizations which may, you know which makes these garments which make or the like this printing industry, they are many at times are very very labor intensive.

So there are construction today for example is labor intensive. So when you see human resource management or personal management, we need to see whether the organization is labor intensive or it is it is the capital intensive and then we should also see what are the competitive posture assumed by the top management, what is that they are trying to do or they working on quality or they working on quantity or they working on the delivery, what is that, what are the pressures of organization and what is this staff management is trying to create value in the market place whatever may be the organization's strategies and policies right.

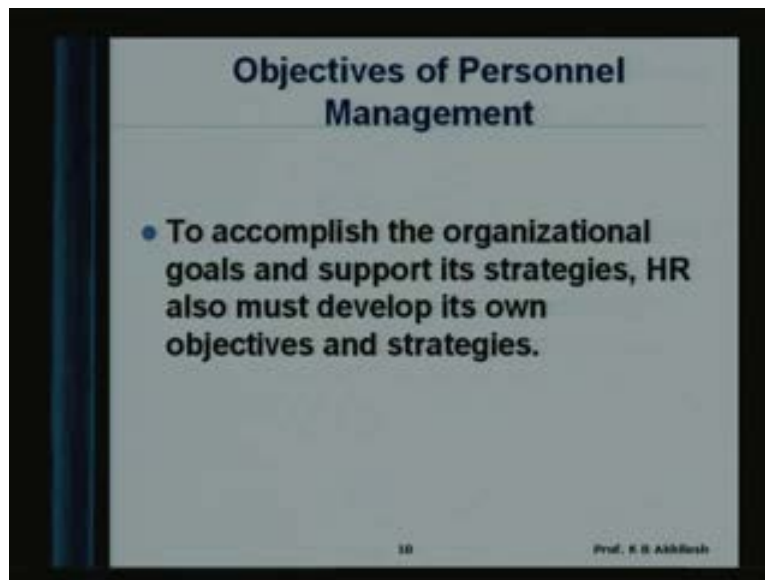
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The personal or human resource function has to facilitate the the achievement of the organizational goals, it has to do this through the basic functions of recruitment that means attracting the best of their talents possible and selection choosing some of the best of the people who will deliver the details, the activities of the organization towards making some things

happen and training, building abilities, compensation and the whatever we talk off the various activities could be clubbed under this personal functions.

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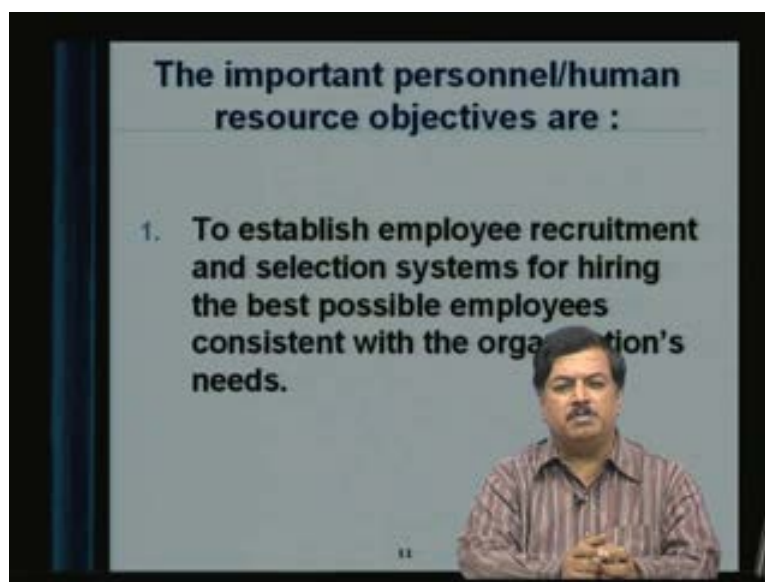


Objectives of Personnel Management

- **To accomplish the organizational goals and support its strategies, HR also must develop its own objectives and strategies.**

10 Prof. K. B. Ashish

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The important personnel/human resource objectives are :

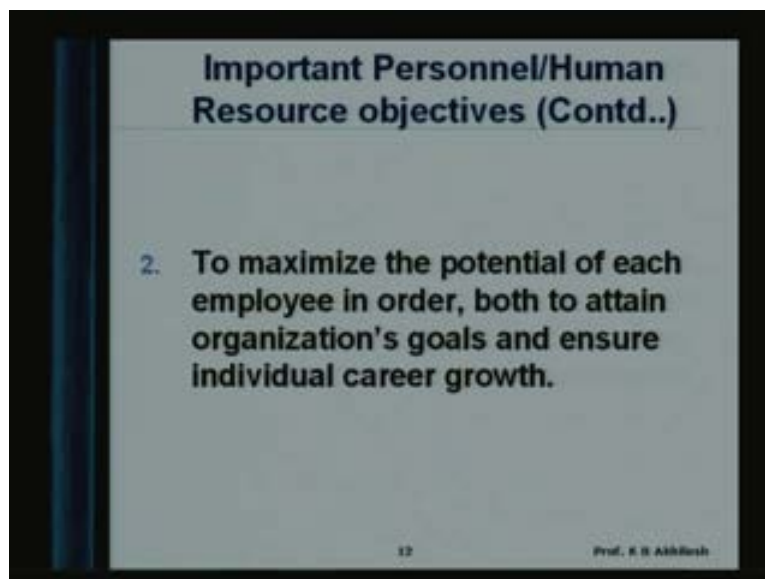
1. **To establish employee recruitment and selection systems for hiring the best possible employees consistent with the organization's needs.**

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So when you see this the objectives of personal management are to accomplish the organizational goals and also supported strategies. So it must develop its own objectives and strategies, so where we are talking about the organizational objectives and goals must be translated into HR objectives and HR strategies. So that it is in tune with in alignment with and the objectives of this is very clearly to establish employee recruitment and selection systems for hiring, so the best possible employees consistent with the organization needs.

So that means you must see who are the people who will who are the abilities may be which are the institutions which are the regions where some of these best of their talents are available and these talents must be must be attracted first in order to select and then select some of these best of the employees, inducting them grooming them and then making sure that they are capable of meeting the organizational expectations. Another important thing is you may take the best of their talent but also helping them to improve their capabilities, meeting some of their own personal aspirations.

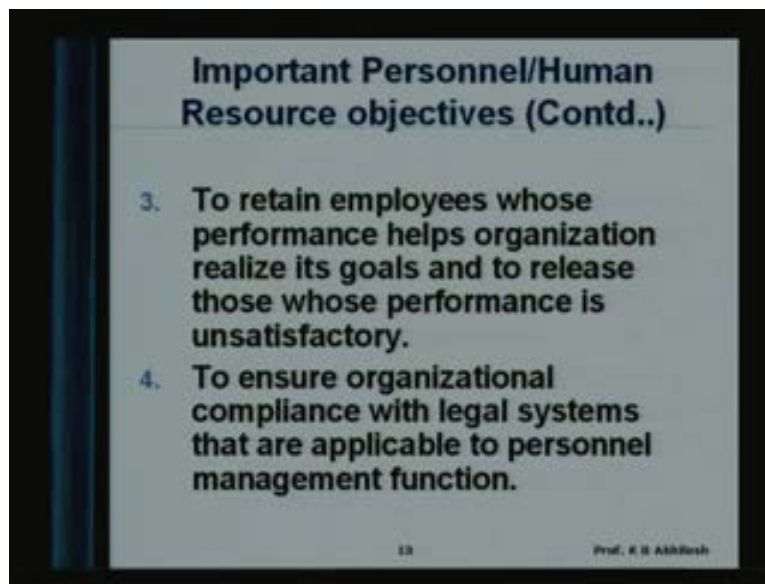
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So, maximizing the potential of each employee in order both to attain organizational goals as well as to ensure the individuals career growth. It should help them to understand their own

aspirations, their own aspirations in relation to the opportunities available. So that they can get into the self developmental activities and work in areas where they can contribute through their experience of what they can do to meet the expectations of the organization. So that means we are trying to meet individual needs as well as the goals of the organization, their potential development becomes another important consideration of personal management. The third important objective is to retain employees whose performance helps organization realize its goals and to release those whose performance is unsatisfactory.

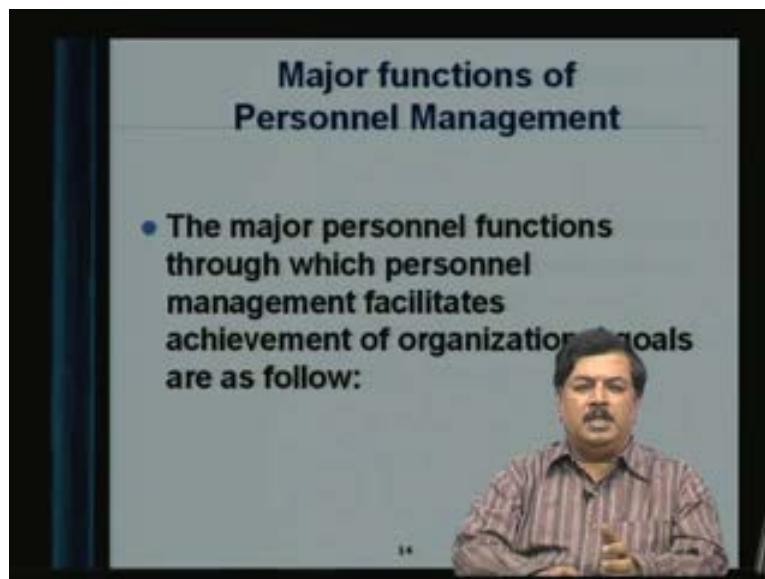
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So the talent attraction talent retention is an important aspect of human resource management but at the same time, we should also see those people who are not able to adjust, they must be helped, they must be corrected that means when they are not able to contribute much they counseling must be done, they must be told, what is that they should do individually or what is that others can do to help them to do things better if these things are not possible then they must be provided opportunities to go and contribute in some other organization but unsatisfactory performance must be understood and must be corrected.

The next important objective is to ensure organizational compliance with legal systems. You know there are applicable to personal management function as you see it is the employee state issuance it for the guide it could be the safety standards or it is provision of the health and welfare benefits or to making sure that the employees know the conduct rules, compliance with respect to the standing orders act, when dispute arise responding in a positive way these are all that means several of the laws of the land must be respected and also must be complied with. The idea is that the personal function personal management has to meet the organizational expectations but also take care of the legal and the employee requirements.

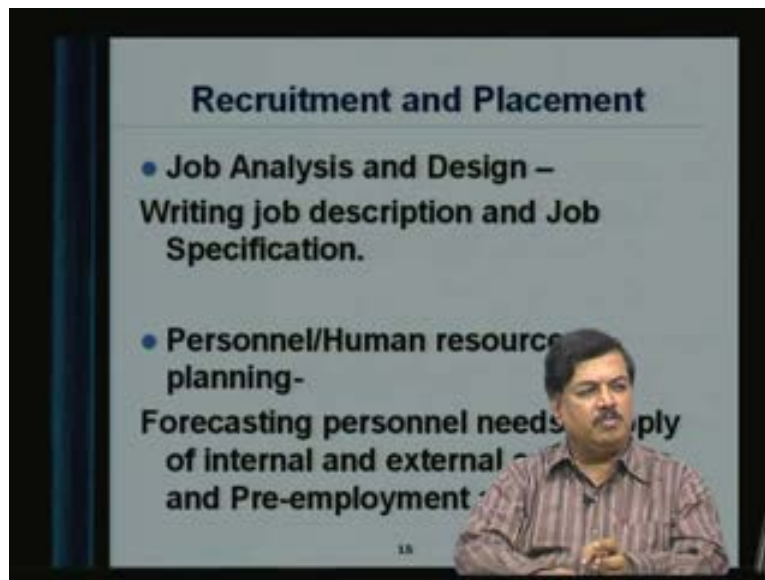
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So one can see what are some of the techniques? or what are the simplest of the practices one can go on but some of the basics is in terms of this job analysis and design. So basically we start with writing job descriptions and writing job specification. All the details of the jobs are collected, analyzed systematically and then record who is the best person, who can meet the expectations of the job. Then, we also try and see where are these people so the human resource planning and you would try and see what are the sources from which we can get these on board and the next point is the forecasting, the forecasting the personal needs, personal needs based on the

organizational objectives how can we meet the organizational requirements in terms of external as well as the internal resources.

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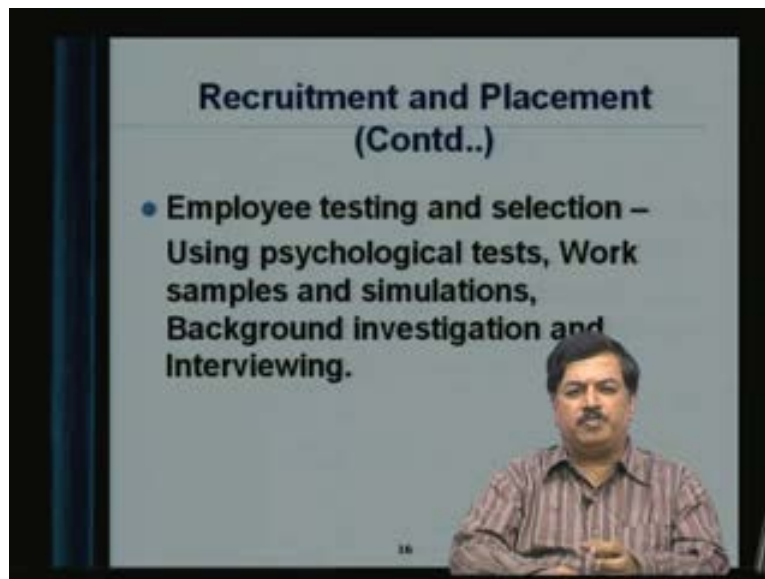


So the existing people can be moved through transfers through promotion or through some developmental things and if those things are not possible through staffing or through development then you have to get people from externally. So how can you recruit people and put them on to the task and making sure there are lot of pre-employment activities that is conduct of the test, screening, checking their pass histories making sure that the kind of records what they have or correct and true and those facts and figures to be matched with the job expectations and to make sure that the specifications are met by this new employee.

So there are lot of these pre-employment activities then we you know very clearly these employee testing and selection that you use of the psychological test and may be the group discussions and written test, the interviews then also making sure that you know the individual is able to do through some kind of a work samples then you know the making sure that the opportunities are given for the individual to work through then conducting of this background investigation and many organizations today insist upon that the clear records and the

organization also must maintain that there is no, no criminal records against the employees and conduct of the interviews. So that not only you go by the records of the individual but also see actual behavior and aspirations of the individual.

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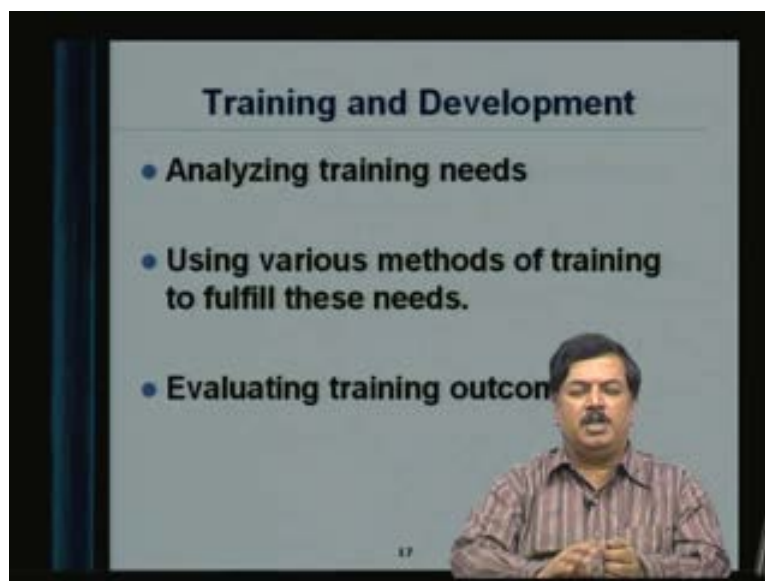
**Recruitment and Placement
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- **Employee testing and selection – Using psychological tests, Work samples and simulations, Background investigation and Interviewing.**

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Training and Development

- **Analyzing training needs**
- **Using various methods of training to fulfill these needs.**
- **Evaluating training outcomes**

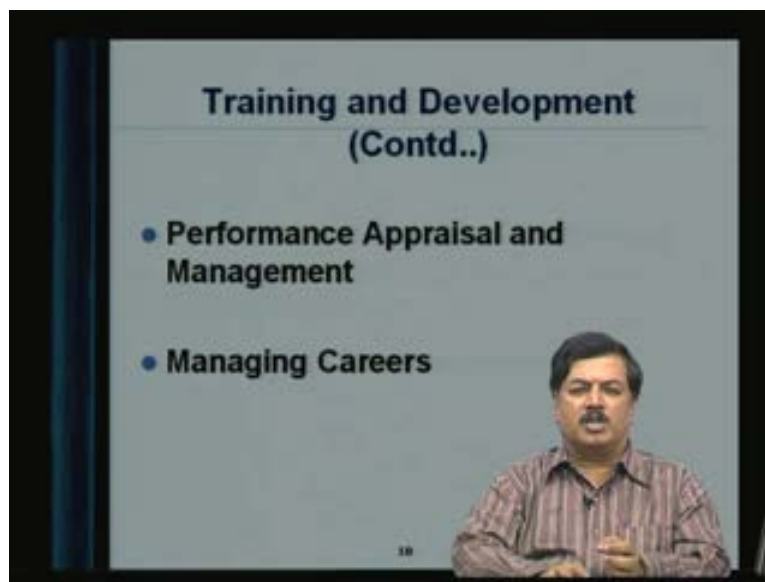
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When you see the other important function is a training and development, analyzing the training needs, analyzing the training needs based on the expected performance and the actual performance as assessed by the supervisors, as this understood by the superiors and also making sure that the individual aspirations and individuals one analysis are taken into consideration while doing this training need analysis and then using various methods of training to fulfill these needs that is the on the job training as well as off the job training.

So making sure that the supervisors help people to understand and do things better. So that is what we are talking about as the OJT's they making of the development happened on the job and evaluating the training outcomes that means whether the training activities both on as well as off the job have delivered the expected results or not. When you see the training and development, the inputs also have to come in terms of the performance, appraisals and the and management of the performance itself.

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So that means there is a good dialogue between the supervisors and the subordinate one and one analyzing and understanding what is that they contributed most and what is that they have not, what is that they should focus on and then what is that they should achieve with what resources.

I think that is what we are talking as a kind of a performance appraisal as well as building a culture of openness and a frank and free exchange of views between the boss, subordinates and helping the individuals to understand what is expected of the organization in general and specifically, what their job is supposed to do and make a difference to the others and to the organization. Another important thing is about the managing careers, people have aspirations, people would like to see the progress people would like to derive the satisfaction, derive the satisfaction based on appreciation, based on contribution, based on involvement, I think career means it is more than money, career more than promotion.

So managing careers would involve actively creating opportunities for the people to realize their potential and contributing successfully not only on the one job but different jobs of the organization which provides meaning, provides excitement, provides an internal intrinsic charge in the individuals. I think that is what we are talking as a part of the managing careers then, we also talking about the compensation, compensation related activities are many but basically to determining the pay rates as an hourly rate or a piece rate or a daily rate or a monthly rate.

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Compensation

- **Determining pay rates – Salary surveys, Job evaluation, Grouping similar jobs into Pay grades, Pricing each pay grade and fine-tuning Pay rates.**
- **Financial incentives – Money and motivation**

19 Prof. S. S. Abhishek

So one need to decide how should you pay or what is the, what is that kind of a payment rates are these payment rates can be designed through different methods, one could be done through the salary service, salary service could be done based on the area in which the organization is functioning, what the neighboring organizations are paying, one can also conduct a study in within that industry and then conduct this kind of a salary service.

So either industry specific data or the region specific data would help to see what is what, what could be the best pay rate and similarly, the job evaluation method the job evaluation to determine the relative worth of the jobs within the organization, one can follow simple ranking method where arranging all the jobs one above the other to see which is lowest and which is the highest example, could be worker supervisor and the manager and within the worker different resignations can be placed in different positions to see the relative importance. We can follow the second method is the grading method, in the grading method, the salary scales are decided first and different scales are arranged and then all the current designations are are placed in different grades.

So that sometimes we see a security guard could be placed in the lower level, a gas cutter could be placed in a little higher level based on the skill, based on the education, based on the specific training required. So they depending upon the skills depending on their experience depending on the overall competence, what people talk about the grading method could help but one can also go little beyond this ranking and grading method as part of the job evaluation, one can also deploy the factor comparison method.

In factor comparison method in brief we pick about seven or eight relevant dimensions of the job which could be the education the work experience, the responsibility for people or responsibility for things, working conditions such factors, one can pick such factors and compare a set of jobs when you compare such of jobs then you are able to think in terms of 7 factors in a scale of one to five which is little more which is little less and then with that kind of a relative comparisons, you can decide what is the relative worth of the job.

However in a factor comparison method, we are not giving different importance to different factors because all the seven factors are treated as same and similar so one with there is an improved version of this what people call it as the point rating method point rating method, we give different points for different of these factors and then together you can arrive it what could be the relative worth of the jobs so that means you know we may give about 80 for the education, 40 points for training, may be 60 points for their work experience another 80 points for working conditions and the nature of supervision things like that where the different points are provided first and then in the points then you take each job and compare how much of this typically for each, you know year of training, you may provide about 8 points.

So 5 years of additional training apart from schooling be the job gets about 40 points, the please look at the focus is in job evaluation is not the person but the job itself, the job itself and the factors and the factor points need to be work through. So there are manuals and methodologies are available and once this is done the compensation decisions also group demands that grouping of similar jobs into pay grades and the pay grades and then prizing each of the pay grade and then possibly fine tuning the pay rates through bargaining, through discussion, through verification and then and once the compensation aspects are taken care of then one need to get into financial incentives, financial incentives in terms of the money, the time rate or the piece rate or the whatever the people have done the extra in order to provide that kind of a motivation, in order to provide that kind of a recognition for their contribution.

So the compensation and the rewards become very critical aspect of the personal management and the compensation also would include in terms of the benefits and the services we are using this word like cost of the company but there are many related cost like insurance, vacations, holidays, pension and also some of the personal services or the personal services such as the you know providing for many of the employee benefits which could be the library benefit or you are providing free utensils or providing the house on lease.

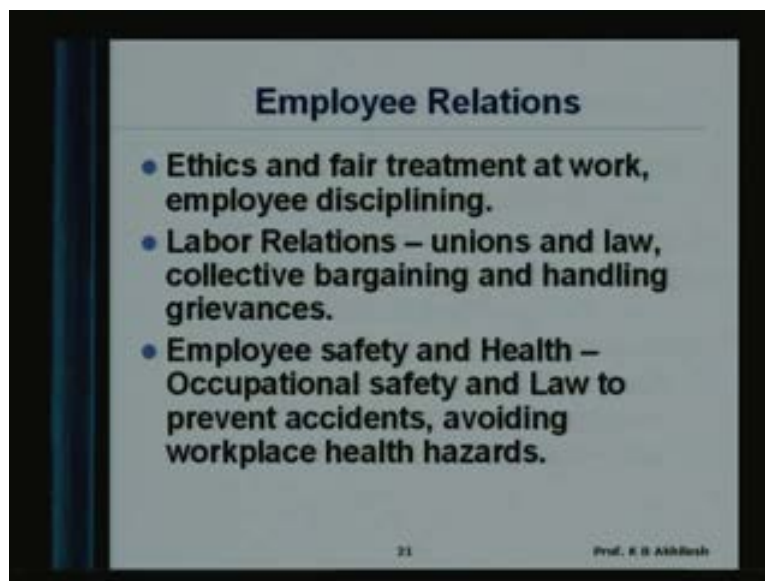
So they are the are the use of the company car, use of the telephone, use of the cell phone or any of such things which could go from one end to the other or as the employee benefits. So the benefits and services also to be part of this compensation and then another important thing is the

employee relations, employee relations, industrial relations will come at the as an important dimension of personal management.

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The first of all it is the ethics and the fair treatment at work where employee feels that he has every right to express, he feels there is a meaning and growth in the work whatever the individual is doing and then the information what was provided at the time of recruitment and the kind of practices are not too different and people feel that they are treated as individuals not as the as a very mechanical or where they are treated as are not as human beings. Another important point is the employee disciplining, people are told, people are educated people are prevented from doing any misconduct or misbehavior and also actively engaged whenever they have problems.

So people try to see not the symptoms but the causes for example, the employee late coming, employee late coming could be understood in terms of what could be the individual problems or and it could be about somebody is sick in the family, someone has borrowed the money, someone is working some other place to increase one's own level of income. So that means many of these things need to be understood and you correct those causes, so that the discipline can be improved.

So the or the late coming can be improved similarly we talk about the labor relations, the labor relations, the union and the management relationship, what is call the industrial relations. In the industrial relations you try and look at all the relevant loss particularly when it comes to the change and notice of change to be served then you need to make sure that any rationalization and other things are done systematically, domestic enquiry and other things are conducted whenever the disciplinary matters are involved. All the important people are told about the kind of actions are being negotiated.

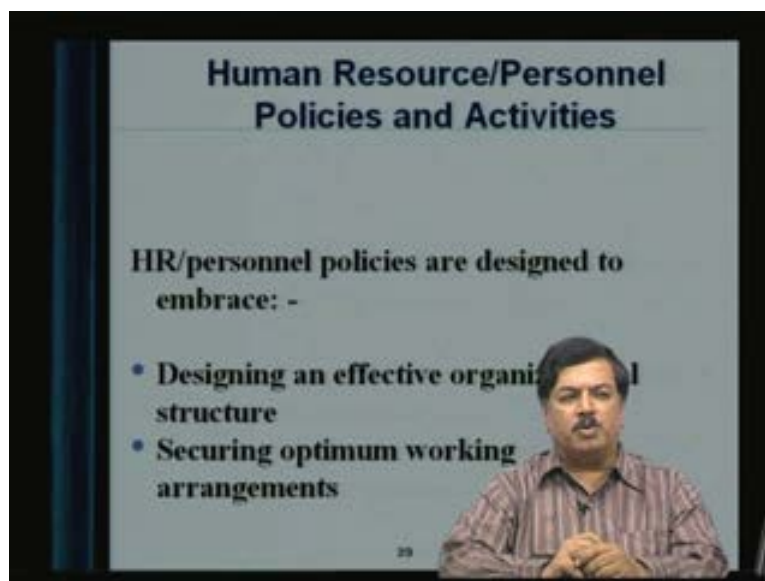
So that a minor different will not result into a kind of a major conflict before the organization and also handling such grievances and many at times getting into the collective bargaining where the unions present the charter of demands to the management and the management looks at the charter of demands and responds to their requirements and similarly, the employee safety, health and occupational aspects and also the law relating to some of these things, may be it is a workmen's compensation act or the legislations leading you know the workplace injuries are taken care off and also the health hazards at the workplace or both in terms of you know

preventive and crises management aspects are taken care off with the employee relations and also today, we are talking about managing cultural or diversity or getting into this managing global human resources.

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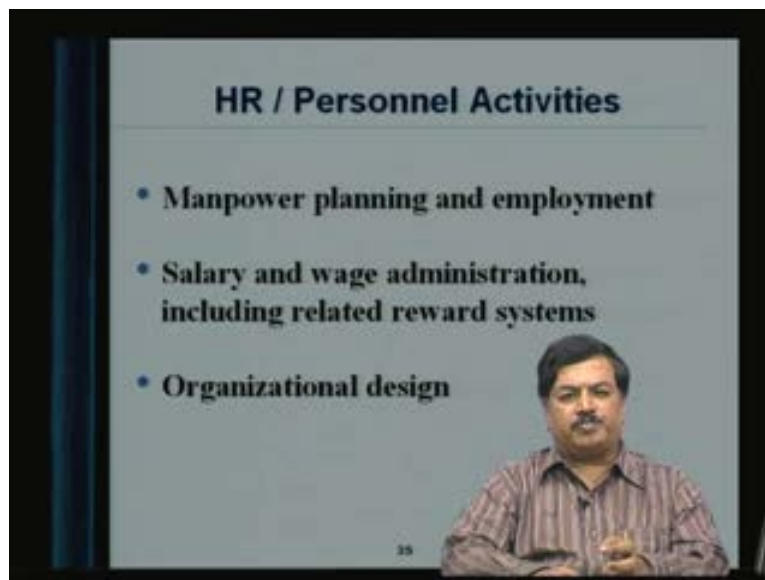


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Personal management today to meet the aspects of diversity we are using this word inclusive society, different groups, different cultural background, different orientations but need to work together to build. So the they are they are provided HR policies, so you have to design an effective organizational structure and the structure which provides for the required delegation of powers, the control of resources, the specialization versus the generalist and things like that and also securing optimum working conditions where people do have opportunities to relax and and contribute and defining work roles and relationships that who should be the leader, who are the support people and what is the work group and avoiding the ambiguity, providing that kind of a required clarity and also the people who have to advice, people have to give support may be in at finance or it in HR.

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So giving that kind of a support structures we also talk about HR and personal activities in terms of the manpower planning and employment. So when you the organization need to forecast, the current requirements as well as the future requirements and when its always easy to employee people, it is not desirable and it is always difficult to get rid of the employees, we are using this word right sizing and things like that. So this is important to see how people can be helped and provide that kind of a right opportunities throughout their stay.

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**HR / Personnel Activities
(Contd..)**

- Education, training and development
- Employee relations
- Staff services, welfare, health and safety

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**HR / Personnel Activities
(Contd..)**

- The purpose of HR/personnel policies is to improve the morale of the staff to evoke willing cooperation, towards the attainment of optimum operational performance.

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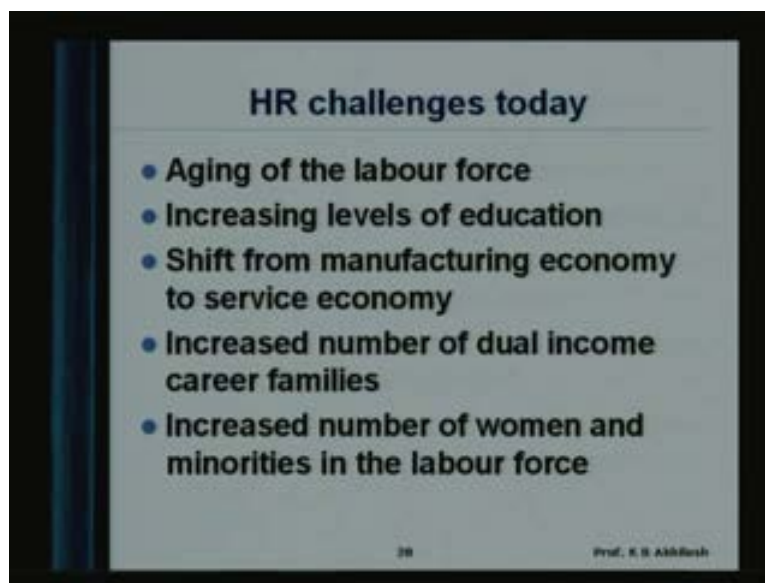
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So the employment practices are extremely important non or if you say if there are not good practices means it would always result in lay of it would result in retrenchment and many crises which can come because of not providing the sufficient work. Another dimension which you have explored is to deploy the salary and wage administration systems including that kind of a

reward systems and the and the design of the organization and one should also see the education and training and development, how do we talk about the relationships, how do we help people to have that required services welfare and the related benefits.

The purpose of HR or a personal policies to improve as basically the morale of the staff, the morale of the staff is belongingness that they are part of the organization. So that you get that willing cooperation you evoke that willing cooperation towards the attainment of the of the organizational performance or the operational performance but the challenges of today, it could be many but quickly to run through that we do have the labor force in any organization as you see if you don't take a proactive step, a corrective step you will run into the issues of the aging work force and large organizations always feel how do we keep the average age of the organization as low as possible.

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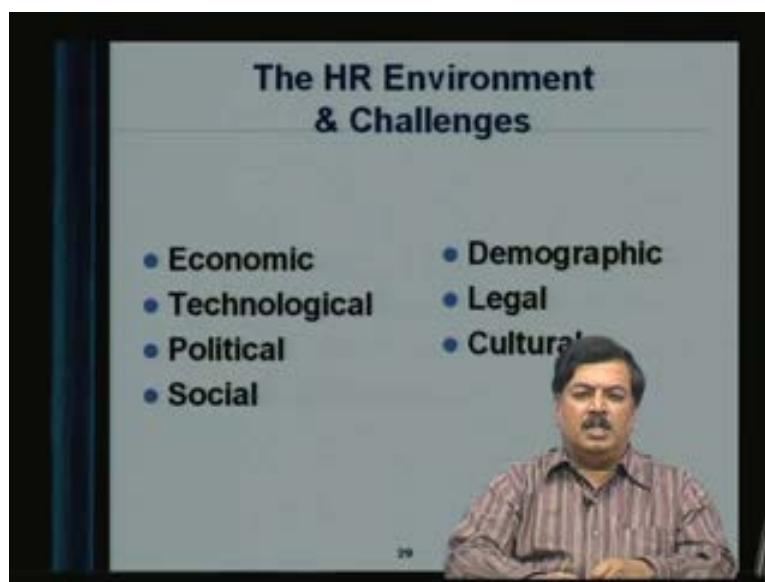
Another is in terms of the increasing levels of educated manpower, so more and more people with the kind of educations, you know they would like to they will have and come and the organization what is that it would like to have and there could be a kind of a positive gap that

means you are getting people with much more education and much more training than what you can offered kind of a thing.

So that means people come with their aspiration people do look for growth opportunities and similarly, we are seeing that shift from manufacturing economy to service economy. So that means it is not only you produced but today, you also make money, you also get your brand equity, you also get the image of the company through providing service. So selling supplying machinery just producing quantities are important but they are much many more things to be done and that is what we are taking about in terms of getting into this kind of a service economy and the increased number dual income career families.

So they, there are times where you cannot decide about only your employee but also you have to see, what the employee spouse is doing and provide opportunities for both otherwise, there will be resistance for change, there will be resistance for development and we are also seeing increased number of women in the work force as well as the minorities. So as people become minorities they all become sensitive similarly, in the work workplace people feel that they are at a disadvantage.

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So it is important to create both gender related as well as this minority related activities to build confidence and help people to have the right perceptions in the workplace and we are talking about the kind of environment, what we are seen the organizations are facing economic technological, political, social, demographic legal and kind of a cultural kind of a challenges. So the economic conditions are increasing competitive pressures, more liberalization, more opportunities for the foreign companies to you know enter the Indian market.

So suddenly you see that the margins what you have and not sufficient to do all the things whatever you require. Similarly, the technological things technological, new innovations, new pressures are coming on the organization to continuously invest in technology which contributes for better performance and better efficiency but may lead to reduction of labor force and also the political system, political system you know putting pressure on the organization that they have to move towards inclusive society, employment of people with minority people with speak in the local language.

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So there are political pressures on the organization to understand and respond and similarly, there are social pressures, the social pressures for taking the local people or providing better

opportunities and we are seeing the demographic, demographic changes in terms of that pool of people available or much much more and more educated people are getting into the organization. So that is the time where organizations if we are seeing that the the the kind of diversity, what one would like to have but that also demands help people to develop the tolerance, help people to work in teams and the getting into the legal compliance and also deal with cultural aspects of the workforce, the challenges of each of these things can be run through quickly as I mentioned earlier, it is the global economy, it the expansion of this indigenous organization to other countries and the the labor markets.

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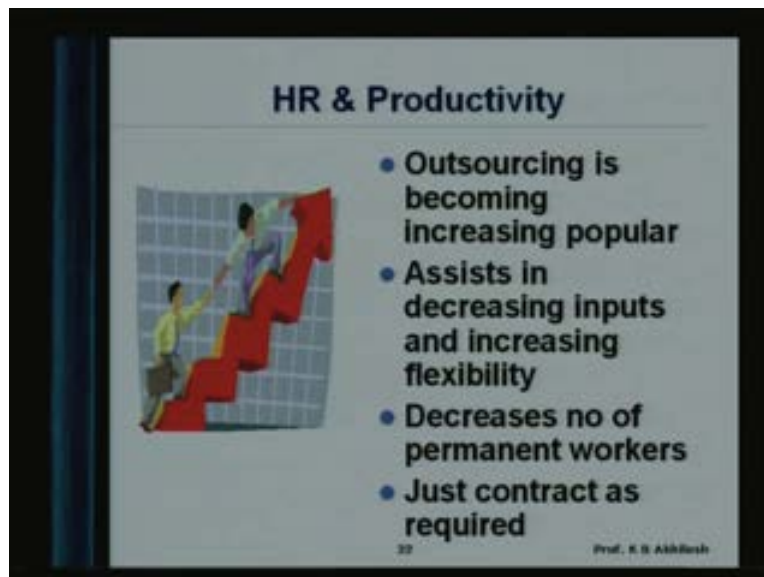
**Labour Market Conditions
& Labour Unions**

- Labour Market – where an organization recruits employees from
- Local economic conditions
- Local climate
- Is our workforce unionized?

31 Prof. K. B. Ashish

So it depends upon the specific, the countries economic conditions if in Indian organization has to move to the other places and other situations and similarly, when we are looking at the labor market conditions and the labor unions that we see, how many people are available, what are the local economic conditions, some situations we see large number of people apply but many people do not reword, so there is attrition sometimes people applied but there is low attrition. So what is the local climate, so and also what kind of people come to the organization is the workforce is unionized or they very aggressive and militant or they very sportive and cooperative.

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HR & Productivity

- Outsourcing is becoming increasing popular
- Assists in decreasing inputs and increasing flexibility
- Decreases no of permanent workers
- Just contract as required

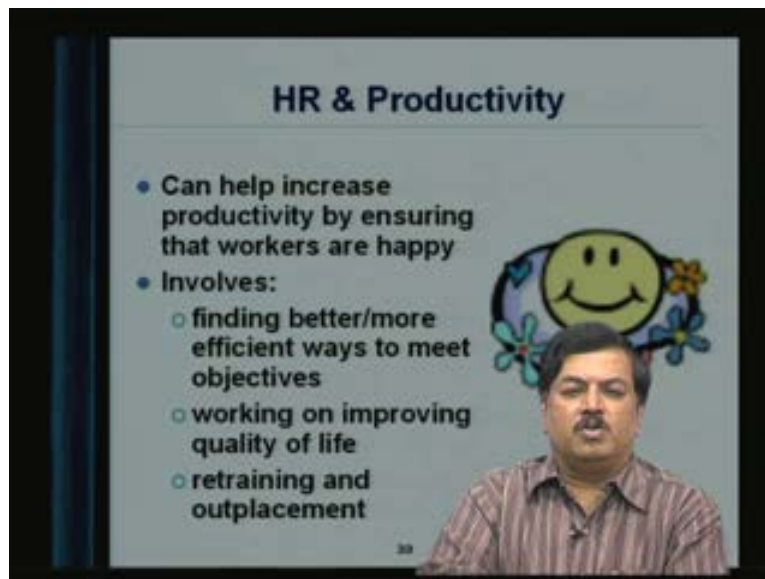
32 Prof. K. B. Akhlesh

So one need to understand the labor market conditions and the labor unions and another trend and the challenge is also the HR and relation to the productivity. So there are many core activities or being outsourced the so the, so called earlier where the organization person has to do these things are being given out could be the maintenance of the vehicles, the drivers, the security guards then we are seeing the building and building maintenance and many of these things are being done by the outsiders or the temporary workers then we are also seeing you know the the decreasing in terms of the how to we increase this kind of a productivity and then, how do we increase the flexibility, flexibility in terms of with the same, less number of people should be able to do more and also able to deal with volumes, hotel industry experience this kind of a situation, volume sometimes are very high sometimes are less.

So that means I mean the same labor force you should be able to do different things of the organization and also there is a decrease in number of permanent workers. So when you such temporary people come in how do you ensures that all the things are done and then also the just contract, so that means you have to develop the conditions and the context and renew or develop the new contracts and when you are seeing this, it you know the HR can help increase productivity by increase you know ensuring that workers are happy, workers are satisfied and it

also in falls finding better and more efficient ways to meet objectives, working on improving quality of life also the retaining and sometimes out placement out placement is where people are given opportunities to work in some other areas and technology.

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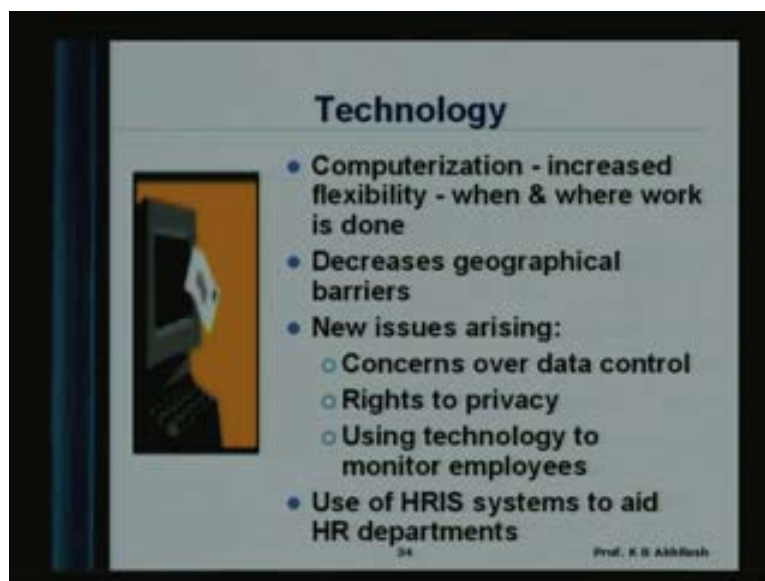
HR & Productivity

- Can help increase productivity by ensuring that workers are happy
- Involves:
 - finding better/more efficient ways to meet objectives
 - working on improving quality of life
 - retraining and outplacement

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A man in a striped shirt is speaking in front of the slide. A green smiley face with a crown of blue and yellow flowers is positioned above his head.

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Technology

- Computerization - increased flexibility - when & where work is done
- Decreases geographical barriers
- New issues arising:
 - Concerns over data control
 - Rights to privacy
 - Using technology to monitor employees
- Use of HRIS systems to aid HR departments

34 Prof. K. B. Ashish

A small icon of a computer monitor is located on the left side of the slide.

As I mentioned earlier today we are extensively talking about the computerization which brings the increased flexibility and also the movement when and where work is done and then decreasing the geographical barriers and now, we are talking about new issues, new issues arriving arising their own technology only as an example about the concerns about data control rights to privacy and using technology to monitor employees and then, use of this HRIS, human resource information systems to aid the HR departments in keeping the data and tracking the data and the changing workforce, we are talking about today very extensively the information workers who are able to work with data transmit and those who produce the data.

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Changing Work Force

- 2 main categories of workers :
 - information workers: data use, transmission, and those who produce the data (fastest growing segment)
 - non-information workers: those working in mfg and service sector
- Significant portion of work force in service sector = 86%


Prof. K. B. Ashish

So the it is a it is a fastest going segment then there are also in the employed in the area of manufacturing and the service sector. The growth of manufacturing service sector has been with you know is pretty less compare to the other sector but the challenges of managing them are much much different. So the significant portion of workforce we are seeing the growth coming almost would 86 percent of the growth has been attributed to the service sector and as mentioned the demographic challenges are the composition of the workforce, the increased women in the workplace and then lot of immigrants and coming to this kind of a job market as well as this aging workforce.

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Demographic Challenges

- Refers to the composition of the workforce
- increased no of women in the workplace (70% of employmt growth)
- Increased no of immigrants coming to the native job market
- Aging workforce




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Prof. R. B. Ashish

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Demographic Challenges (Contd..)

- Need for increased accessibility for disabled persons
- Shift in worker focus and changes in attitudes towards work life balance



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Prof. R. B. Ashish

So we have to see how do we create the need for increased accessibility for disabled persons, people handicaps and then also the shift in work of focus and changes in attitudes towards this kind of a work life balance. Some people are think that you know the, they are thinking that they are there is a kind of a ...and similarly, the cultural challenges when you have an ethnic kind of a

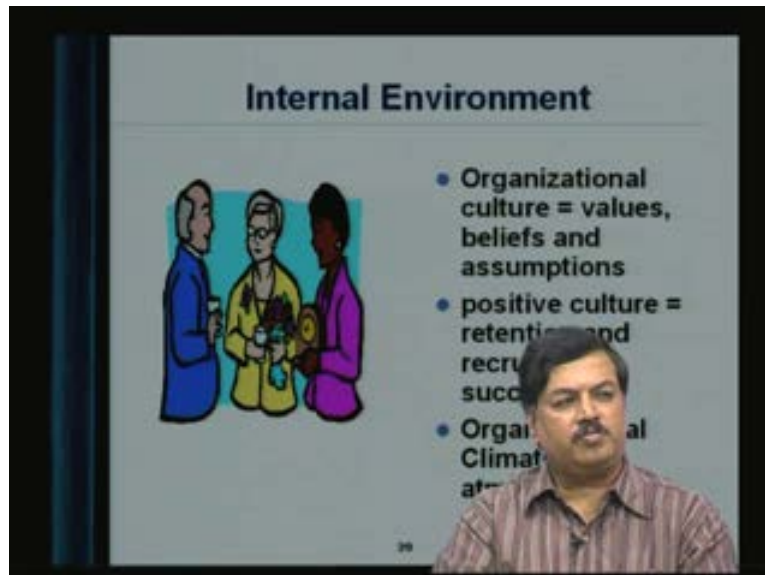
diversity where people are seeing their own work challenges, work issues of the talking about they, their culture against the others.

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So one need to see the kind of differences the complementarily and how this can be leveraged to the best of the organization. So it becomes extremely important for personal management professional to understand the internal environment, organizational culture, values, believes and assumptions and also see the positive dimension of the retention and recruitment success and also the climate of the organization in supporting good work, in supporting the team work, in recognition in understanding the people aspirations and providing appropriate leadership where the best of the people can perform and contribute. So where do HR departments fit into the strategic planning of a company becomes an important another issue and how are HR departments setup and the professional within this HR system and HR organization.

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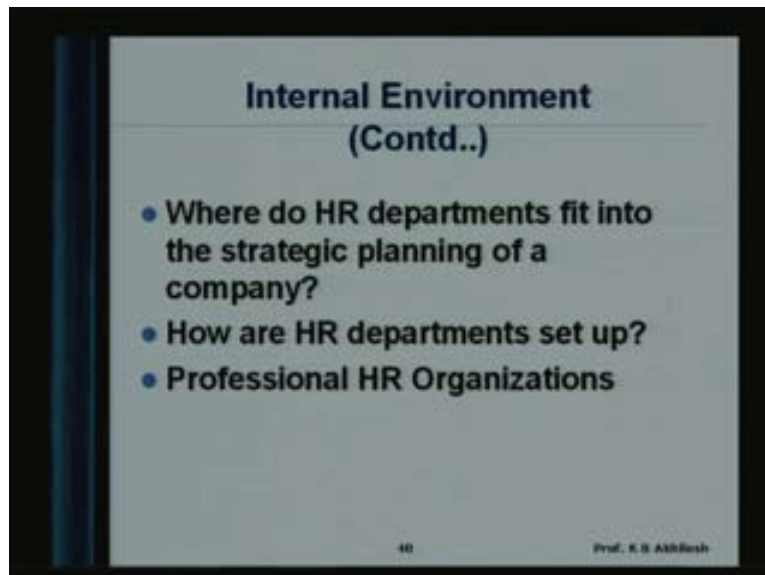
Internal Environment



- Organizational culture = values, beliefs and assumptions
- positive culture = retention and recruitment success
- Organizational Climate

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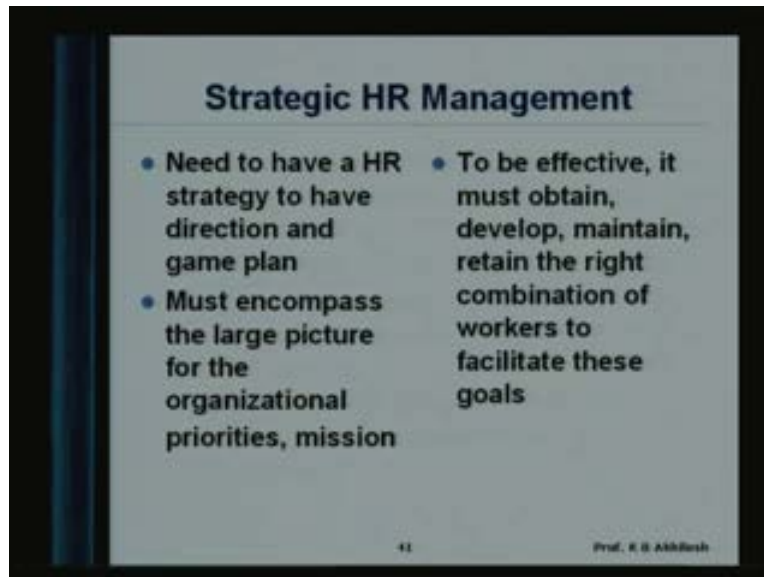


**Internal Environment
(Contd..)**

- Where do HR departments fit into the strategic planning of a company?
- How are HR departments set up?
- Professional HR Organizations

40 Prof. S. S. Ashish

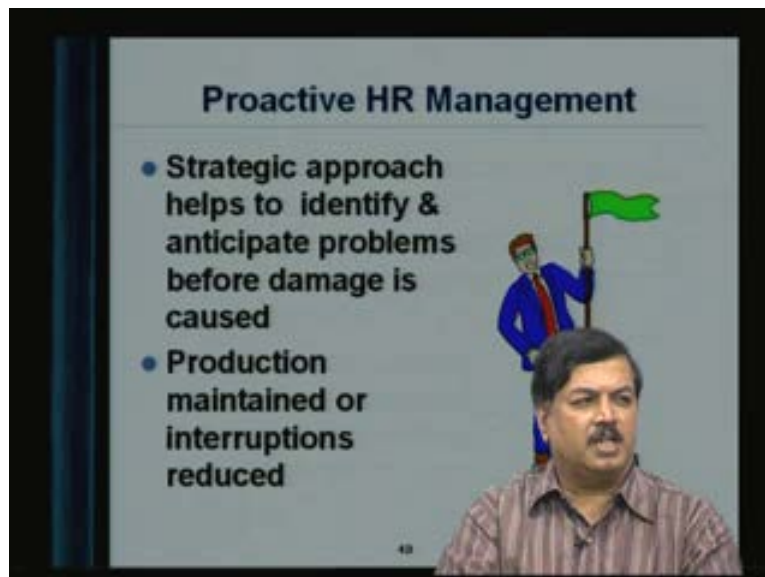
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So the strategic role of HR management comes in terms of the need to have a HR strategy to have direction and the game plan both in terms of the attracting people, retaining them and creating opportunities for them to contribute successfully. So the must encompass the large picture of the organizational priorities and the mission and to be effective it must obtain develop, maintain, retain the right combination of workers to facilitate these goals. I think each of these words of obtaining and developing and maintaining and retaining, I am reemphasizing so that the HR meets that kind of a strategic objectives.

It should also do the required scanning it should see what are the other competitors policies and the programs and then look at some of the company's or organization's strengths and weaknesses in terms of the creating the image for the you know the for the outsiders and help organization to see strategic plans in terms of the expansion cutting cost or they mergers and the acquisitions and things like that. So in that kind of a situation one can be very reactive or they proactive, proactive HR management helps in identifying and anticipating problems before the damages cost and also the production is maintained or interactions are reduced.

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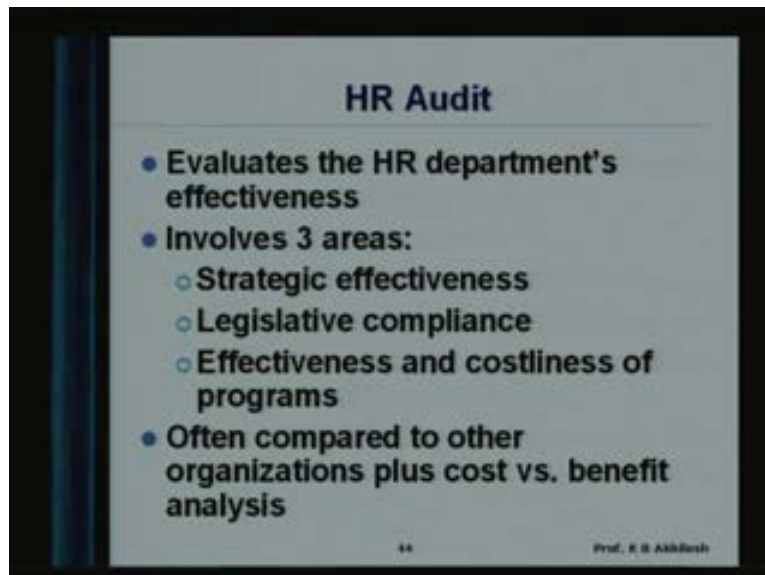
Proactive HR Management

- Strategic approach helps to identify & anticipate problems before damage is caused
- Production maintained or interruptions reduced

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The slide features a speaker overlay of a man with a mustache in a striped shirt. In the background, there is a cartoon illustration of a man in a blue suit holding a green flag on a pole.

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HR Audit

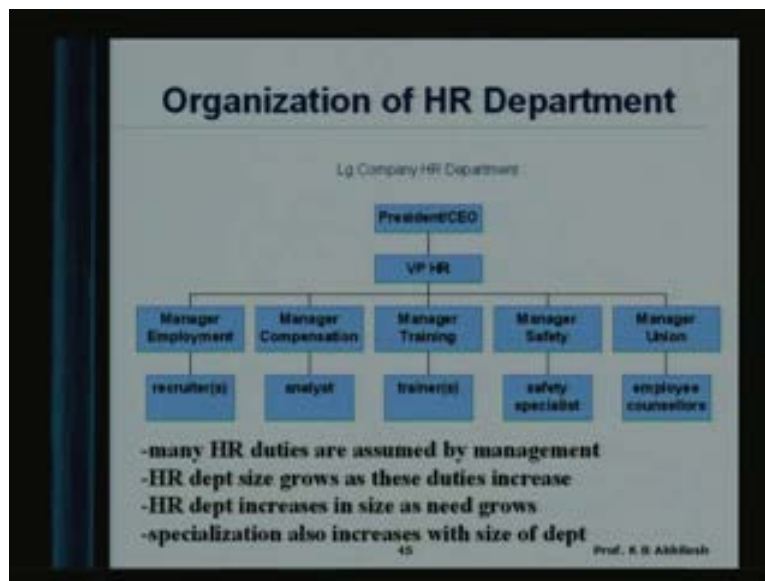
- Evaluates the HR department's effectiveness
- Involves 3 areas:
 - Strategic effectiveness
 - Legislative compliance
 - Effectiveness and costliness of programs
- Often compared to other organizations plus cost vs. benefit analysis

44 Prof. R. B. Ashish

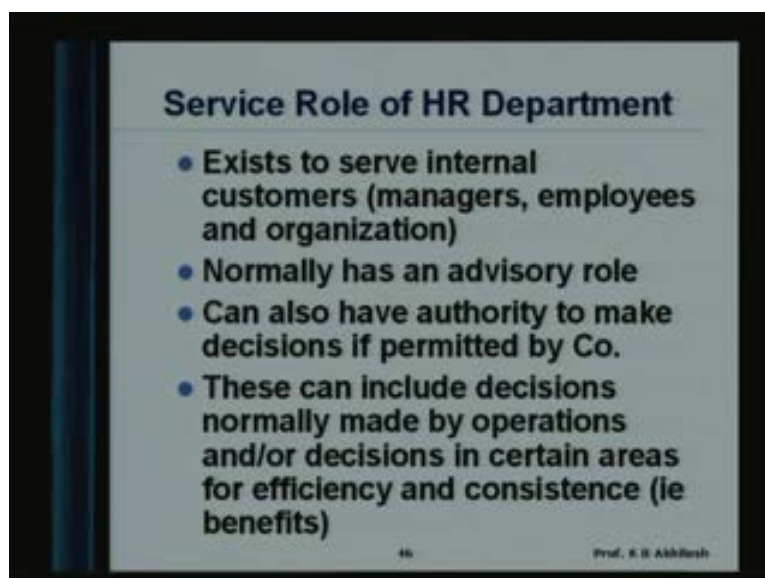
So when you are also talking about this HR audit, we evaluate HR department's effectiveness and in terms of how it is meeting the strategic effectiveness, how it is meeting legal compliances and how effective the various programs. It is often compared to other organizations and also one can do the cost benefit analysis and typically, this is of an organization of HR department would

be, one designations could vary from one organization to the other but there are many HR are assumed by the management, employment compensation training and safety, union and then within that you do have recruiter, analyst or a trainee or a staff specialized or an employee councilor.

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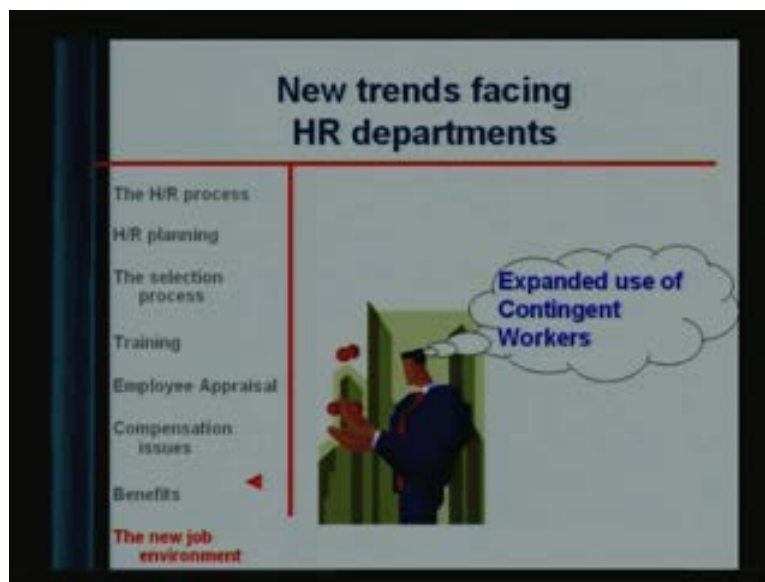


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So there is a service role of HR department it exists to serve internal customers, managers, employees and organization and also it has to do an advisory role and then can have also have an authority to make decisions which is permitted by the company with respect to discipline and things like that and also certain areas of efficiency and consistency and benefits, when you are negotiating. But, when you see the new trends facing HR departments we are seeing that there is an expanded use of contingent workers, short term workers, I think this is one of the trends.

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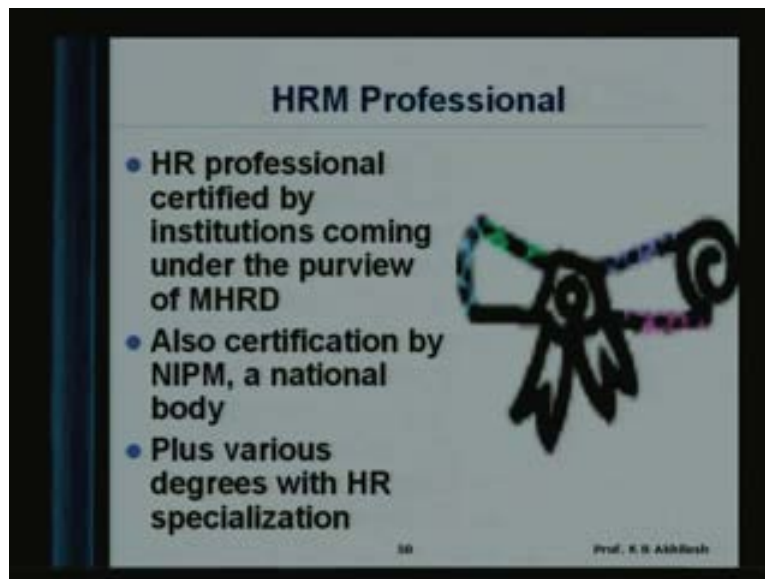


Another is the managing diversity having people with different backgrounds and different experiences, different educational qualifications and creating a common mindset in them and also extremely family friendly benefits that is going beyond the employee and integrating the family of the employee to the organization and the meeting the organizational expectations. The question also comes where this HRM professional or how they are coming

So the HR professionals one can see they are coming through the certified programs by various institutions coming under the purview of the ministry of human resource development through the university systems through various institutions recognized by the all India council for technical education in terms of the MBA or masters of social work and similar programs in

masters of personal management and there is also certification program by the national institute of personal management, the national body and also one can think of various degrees with human resource management specialization.

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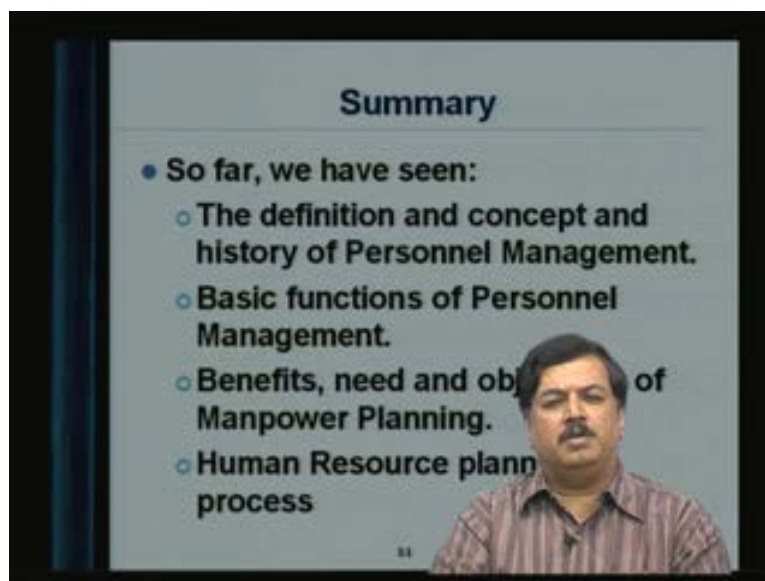
HRM Professional

- HR professional certified by institutions coming under the purview of MHRD
- Also certification by NIPM, a national body
- Plus various degrees with HR specialization

50 Prof. K. S. Akhlesh

The slide features a colorful logo on the right side, which appears to be a stylized figure or symbol with multiple colors (red, green, blue, yellow) and black outlines.

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Summary

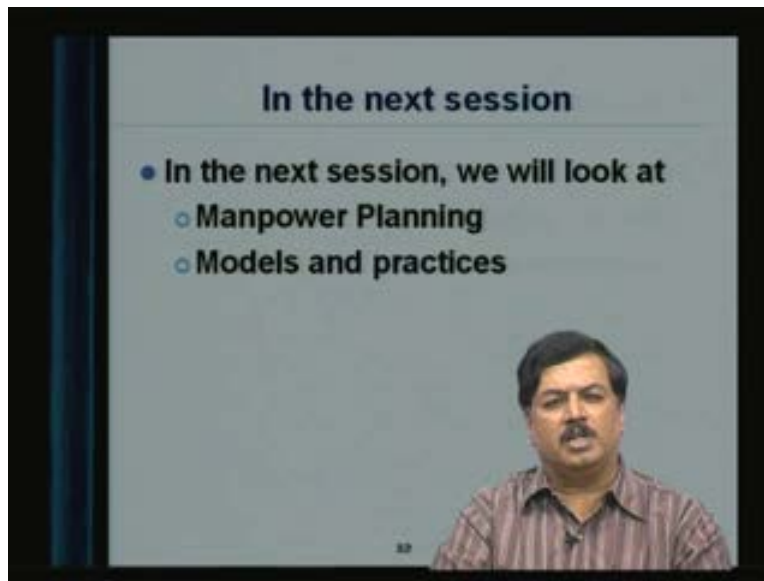
- So far, we have seen:
 - The definition and concept and history of Personnel Management.
 - Basic functions of Personnel Management.
 - Benefits, need and objectives of Manpower Planning.
 - Human Resource planning process

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The slide includes a video inset in the bottom right corner showing a man with a mustache, wearing a striped shirt, speaking.

All of these will give the kind of a background of what this human resource management is all about and the kind of preparation required to perform these duties, most of the programs are of 2 to 3 years duration which helps people to get the picture of the activities and the various dimensions.

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So far, we have seen the definition and the concept of and history of a personal management and basic functions of personal management and also we saw the role of this benefits, need and objectives of manpower planning, human resource planning process in the nutshell and what we will do in the next session, we will get to some more details of this personal management functions in terms of manpower planning and various models and practices.