

An isometric illustration depicting human resource management. It features several stylized human figures in various poses, some holding large magnifying glasses over documents. One document prominently displays the word 'RESUME'. There are also charts, graphs, and a potted plant in the scene. The overall color palette is light blue, teal, and yellow.

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT



Human
Resource
Management

DEFINITION

According to Dessler- Human resource management is the process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health, safety, and fairness concerns

NATURE OF HRM

- **It is related with people**
- **It is a pervasive function**
- **It is a group of personnel activities**
- **It requires the knowledge of psychology**

NATURE OF HRM

- **Inherent part of management**
- **Basic to all functional areas**
- **People Centered**
- **Continuous Process**

IMPORTANCE OF HUMAN RESOURCE MANAGEMENT

- **Effective Utilization Of Resources**
- **Organizational Structure**
- **Development Of Human Resources**
- **Respect For Human Beings**

IMPORTANCE OF HUMAN RESOURCE MANAGEMENT

- **Goal Harmony**
- **Employee Satisfaction**
- **Employee Discipline and Moral**
- **Organizational Productivity**
- **Human capital**

HRM: Functions

In order to achieve the above objectives, Human Resource Management undertakes the following activities:

- o Human resource or manpower planning.
- o Recruitment, selection and placement of personnel.
- o Training and development of employees.
- o Appraisal of performance of employees.
- o Taking corrective steps such as transfer from one job to another
- o Remuneration of employees.

Cont...

- o Social security and welfare of employees.
- o Setting general and specific management policy for organizational relationship.
- o Collective bargaining, contract negotiation and grievance handling.
- o Staffing the organization.
- o Aiding in hrd (human resources development)
- o Developing and maintaining motivation for workers by providing incentives.
- o Reviewing and auditing manpower management in the organization

SCOPE OF HRM

- Human resource planning i.e. determining the number and kinds of personnel required to fill various positions in the organization.
- Recruitment, Selection, and placement of personnel i.e. employment function.
- Training and development of employees for their efficient performance and growth.
- Appraisal of performance of employees and taking corrective steps such as transfer from one job to another.

SCOPE OF HRM

- Motivation of workforce by providing financial incentives and avenues of promotion.
- Remuneration of employees. The employees must be given sufficient wages and fringe benefits to achieve higher standard of living and to motivate them to show higher productivity.
- Review and audit of personnel policies , procedures and practices of organization.
- Social security and welfare of employees.

APPROACHES TO MANAGING HR IN HOTELS

- **"HARD" HR**
- **"SOFT" HR**

HARD HR

- Treats employees simply as a resource of the business (like machinery & buildings)
- Strong link with corporate business planning – what resources do we need, how do we get them and how much will they cost
- Focus of HRM: identify workforce needs of the business and recruit & manage accordingly (hiring, moving and firing)

KEY ELEMENTS

- Short-term changes in employee numbers (recruitment, redundancy)
- Minimal communication, from the top down
- Pay – enough to recruit and retain enough staff (e.g. minimum wage)
- Little empowerment or delegation
- Appraisal systems focused on making judgments (good and bad) about staff
- Taller organizational structures
- Suits autocratic leadership style

SOFT HR

- Treats employees as the most important resource in the business and a source of competitive advantage
- Employees are treated as individuals and their needs are planned accordingly
- Focus of HRM: concentrate on the needs of employees – their roles, rewards, motivation etc

KEY ELEMENTS

- Strategic focus on longer-term workforce planning
- Strong and regular two-way communication
- Competitive pay structure, with suitable performance-related rewards (e.g. profit share, share options)
- Employees are empowered and encouraged to seek delegation and take responsibility
- Appraisal systems focused on identifying and addressing training and other employee development needs
- Flatter organisational structures
- Suits democratic leadership style

EVOLUTION

- The history of personnel management begins around the end of the 19th century, when welfare officers (sometimes called 'welfare secretaries') came into being.
- They were women and concerned only with the protection of women and girls.
- Their creation was a reaction to the harshness of industrial conditions, coupled with pressures arising from the extension of the franchise, the influence of trade unions and the labor movement, and the campaigning of enlightened employers, often Quakers, for what was called 'industrial betterment'.
- As the role grew there was some tension between the aim of moral protection of women and children and the needs for higher output.

FIRST WORLD WAR

- The First World War accelerated change in the development of personnel management, with women being recruited in large numbers to fill the gaps left by men going to fight, which in turn meant reaching agreement with trade unions (often after bitter disputes) about 'dilution' – accepting unskilled women into craftsmen's jobs and changing manning levels.

1920'S

- During the 1920s, jobs with the titles of 'labor manager' or 'employment manager' came into being in the engineering industry and other industries where there were large factories, to handle absence, recruitment, dismissal and queries over bonuses and so on.
- Employers' federations, particularly in engineering and shipbuilding, negotiated national pay rates with the unions, but there were local and district variations and there was plenty of scope for disputes.

1930'S

- During the 1930s, with the economy beginning to pick up, big corporations in these newer sectors saw value in improving employee benefits as a way of recruiting, retaining and motivating employees.
- But older industries such as textiles, mining and shipbuilding which were hit by the worldwide recession did not adopt new techniques, seeing no need to do so because they had no difficulty in recruiting labor.

SECOND WORLD WAR

- The Second World War brought about welfare and personnel work on a full-time basis at all establishments producing war materials because an expanded Ministry of Labor and National Service insisted on it, just as the Government had insisted on welfare workers in munitions factories in the previous conflict.
- The government saw specialist personnel management as part of the drive for greater efficiency and the number of people in the personnel function grew substantially; there were around 5,300 in 1943.

- By 1945, employment management and welfare work had become integrated under the broad term 'personnel management'. Experience of the war had shown that output and productivity could be influenced by employment policies.
- The role of the personnel function in wartime had been largely that of implementing the rules demanded by large-scale, state-governed production, and thus the image of an emerging profession was very much a bureaucratic one.
- Following the development of poor industrial relations during the 1960s a Royal Commission under Lord Donovan was set up.

- Reporting in 1968¹, it was critical of both employers and unions; personnel managers were criticised for lacking negotiation skills and failing to plan industrial relations strategies.
- At least in part, Donovan suggested, these deficiencies were a consequence of management's failure to give personnel management sufficiently high priority.

- In the 1960s and 70s employment started to develop significantly.
- At the same time personnel techniques developed using theories from the social sciences about motivation and organisational behaviour; selection testing became more widely used, and management training expanded.
- During the 1970s, specialisms started to develop, with reward and resourcing, for example, being addressed as separate issues.
- Around the mid-80s, the term 'human resource management' arrived from the USA.
- The term 'human resources' is an interesting one: it seemed to suggest that employees were an asset or resource-like machines, but at the same time HR also appeared to emphasise employee commitment and motivation.

EVOLUTION OF INDUSTRIAL REVOLUTION

- (1) Industrial Revolution:
 - a. Adam Smith: specialization and division of labor.
 - b. Robert Owens: Pioneer of HRM, performance appraisal and pay for performance (fair treatment of employees)

2) Scientific management

Frederic Taylor: Father of scientific management

a. Definition:

Systematic analysis and breakdown of work into the smallest mechanical components and rearranging them into the most efficient combination.

b. Steps:

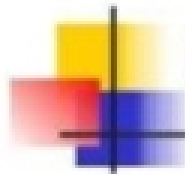
Job analysis—selection—training—rewards.

(3) Industrial psychology

- a. Henry Fayol's management functions:
Planning, organizing, communicating, coordinating and controlling.
- b. F. & L. Gilbreth's principles of work simplification (time and motion studies).
- c. Henry Gantt's principles of work scheduling.
- d. Continuation of scientific management.

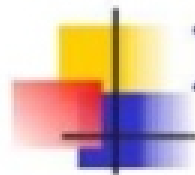
(4) Human behavior and relations

- a. The Hawthorne Studies by Westing House
The happy workers are the most productive workers. (The Pet Milk theory)
- b. Max Weber: the Ideal Bureaucracy.
- c. Chris Argyris: Individual and organization—mutual adjustment.
- d. Affected by the theories of behavioral science and system theory.



Evolution of HRM:

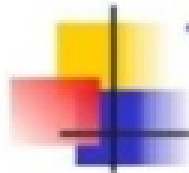
- Industrial Revolution
- Trade Unionism
- Social responsibility era
- Scientific Management Era
- Human Relations Era
- Behavioural Science Era
- System Approach Era
- Contingency Approach Era



Industrial revolution

The seed of HRM were sown during Industrial revolution 1850's in Western Europe and USA. The wind gradually reached to India in beginning of 20th century. During this period:-

- Machines were bought in
- Technology made rapid progress



Trade Unionism:-

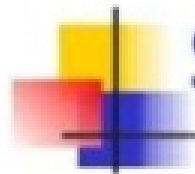
This was the period when state intervention to protect the worker's interest was felt necessary. During this period:-

- Workers started to form their associations.
- Trade Union Act, 1926 was passed in India.



Social Responsibility era:-

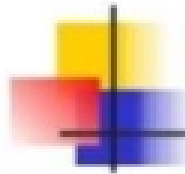
Robert Owen, a British industrialist is considered to be the first to adopt a humanistic and paternalistic approach. He viewed that the social and economic environment influence the physical, mental and psychological development of workers.



Scientific Management era:-

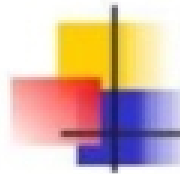
This concept was introduced by Fredrick Winslow Taylor in USA early in 20th century.he developed following four principles:-

- Use of scientific methods in setting work stds.
- Scientific selection and placement of workers best suited for the tasks. Also provision for training.



Human Relations era:-

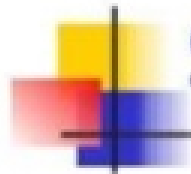
This particular period focused on the feelings, attitude and needs of the workers as human beings. Between 1925 and 1935 Hugo Munsterberg, a psychologist suggested the use of psychology in selection, placement, testing and training the employees in an organisation.



Behavioural science era:-

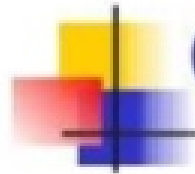
It was concerned with social and psychological aspects of human behaviour. Some of imp elements were:-

- Individual behaviour is linked with group behaviour
- Informal leadership rather than formal leadership
- Motivation by self control and self development
- Improving efficiency through Self operating



Systems approach era:

- Technical subsystem : formal relationships.
- Social subsystem : informal group relations
- Power subsystem : exercise of power



Contingency approach era:-

According to contingency, the best way to manage varies with situation.

There may not be the universal way of managing all the situations.

It is imperative for managers to analyse different situations and then use the best suitable in that particular situation.

HOW IS PM DIFFERENT FROM HRM

Personnel Management and HRM differ in scope

PM is viewed as a tool. The behavior of which could be manipulated for the benefit of the organization and replaced when it is worn out. It was a routine activity meant to hire new employees and to maintain personal records. It was never considered as a strategic management of business.

HRM would view people as an important source or asset to be used for the benefit of the organization, employees and society.

HOW IS PM DIFFERENT FROM HRM

PERSONNEL FUNCTION	POINTS OF DISCUSSION	HRM
Maintenance oriented	Orientation	Development oriented
An independent function with independent sub-functions	Structure	Consists of inter-dependant parts
Reactive, responding to events when they occur	Philosophy	Proactive, trying to anticipate & get ready with appropriate responses
Exclusive responsibility of personnel department	Responsibility	Responsibility of all managers in the organisation
Emphasis on monetary rewards	Motivators	Emphasis on higher order needs eg. Empowering people
Improved performance is a result of improved satisfaction & morale	Outcomes	Better use of human resources leads to improved satisfaction & morale
Tries to improve the efficiency of people & administration	Aims	Tries to develop the organisation as a whole & its culture

Thank
you!!!
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