

HUMAN RESOURCE MANAGEMENT

BBA Semester 3 – Calicut University

DegreeLive

MODULE 1: UNDERSTANDING THE NATURE AND SCOPE OF HUMAN RESOURCE MANAGEMENT

1. Nature of HRM, Functions of HRM and Objectives of HRM

- Human Resource Management (HRM) refers to the process of acquiring, developing, motivating and retaining employees in an organization.
- HRM considers employees as valuable organizational assets.
- It focuses on both organizational goals and employee welfare.

Functions of HRM

- Human Resource Planning
- Recruitment and Selection
- Training and Development
- Performance Appraisal
- Compensation Management
- Employee Relations
- Career Development
- Welfare and Safety

Objectives of HRM

- Ensure availability of competent employees.
- Improve employee performance.
- Increase job satisfaction.
- Maintain good industrial relations.
- Achieve organizational goals efficiently.
- Develop employee skills and capabilities.

Exam line: HRM aims at effective utilization of human resources for achieving organizational and individual goals.

2. HRM Models – Harvard, Guest, Warwick and Ulrich Models

Harvard Model

- Developed by Beer and colleagues.
- Employees are considered important stakeholders.
- Focuses on employee influence, rewards, work systems and human resource flow.
- Emphasizes long-term employee commitment.

Guest Model

- Developed by David Guest.
- Links HR practices with organizational performance.
- Focuses on commitment, flexibility, quality and integration.

Warwick Model

- Developed at Warwick University.
- Considers both internal and external environmental factors.
- Emphasizes the impact of business strategy on HR practices.

Ulrich Model

- Developed by Dave Ulrich.
- HR performs four major roles:
 - Strategic Partner
 - Administrative Expert
 - Employee Champion
 - Change Agent

Exam line: HRM models explain how human resources contribute to organizational effectiveness.

3. Personnel Policies and Principles

Personnel Policies

- Guidelines for employee management.
- Ensure consistency in HR decisions.
- Provide direction for recruitment, promotion, transfer and compensation.

Characteristics

- Clear and specific.
- Flexible.
- Consistent with organizational goals.
- Fair and transparent.

Principles of HRM

- Right person for the right job.
- Equal opportunity.
- Fair treatment.
- Employee participation.
- Continuous development.
- Mutual trust and respect.

Exam line: Personnel policies provide a framework for effective human resource management.

4. Jobs in HRM, Internal and External Forces

Major Jobs in HRM

- HR Manager
- Recruitment Specialist
- Training Manager
- Compensation Manager
- Employee Relations Manager
- HR Analyst

Internal Forces Affecting HRM

- Organizational objectives.
- Company culture.
- Leadership style.
- Financial resources.
- Workforce characteristics.

External Forces Affecting HRM

- Economic conditions.
- Government regulations.
- Technological changes.
- Competition.
- Social and cultural factors.

Exam line: HR decisions are influenced by both internal organizational factors and external environmental forces.

5. Skills for HR Professionals and Line Managers

Skills for HR Professionals

- Communication skills.
- Leadership skills.
- Negotiation skills.
- Problem-solving skills.
- Analytical skills.
- Decision-making ability.
- Interpersonal skills.
- Technology skills.

Line Manager

- Directly supervises employees.
- Responsible for day-to-day workforce management.
- Works closely with HR department.

Role of Line Managers

- Employee supervision.
- Performance monitoring.
- Motivation and guidance.
- Conflict resolution.
- Training support.

Exam line: Effective HR professionals combine technical knowledge with strong interpersonal skills.

MODULE 2: HR PLANNING

6. Forecasting Workforce Needs, Job Analysis, Job Design and Job Evaluation

Forecasting Workforce Needs

- Estimating future employee requirements.
- Helps avoid labour shortages and surpluses.
- Supports organizational planning.

Job Analysis

- Systematic study of a job.
- Identifies duties, responsibilities and requirements.

Job Design

- Organizing tasks and responsibilities into a job.
- Improves efficiency and employee satisfaction.

Job Evaluation

- Determines relative worth of jobs.
- Helps establish fair compensation.

Process of Job Evaluation

1. Job Analysis.
2. Job Description Preparation.
3. Selection of Evaluation Method.
4. Job Comparison.
5. Wage Structure Development.

Exam line: Job analysis provides the foundation for recruitment, training and compensation decisions.

7. Job Descriptions, Job Specifications, Recruitment Methods and Sources

Job Description

- Written statement of job duties and responsibilities.
- Defines tasks and reporting relationships.

Importance

- Helps recruitment.
- Clarifies expectations.
- Supports performance evaluation.

Job Specification

- Describes qualifications required for a job.
- Includes education, experience and skills.

Recruitment

Process of attracting qualified candidates.

Internal Sources

- Promotion.
- Transfer.
- Employee referrals.
- Internal job postings.

External Sources

- Advertisements.
- Campus recruitment.
- Employment exchanges.
- Recruitment agencies.
- Online job portals.

Exam line: Job descriptions describe the job while job specifications describe the person required for the job.

8. Selection Process and Interviewing Skills

Selection Process

1. Receiving applications.
2. Screening applications.
3. Selection tests.
4. Interview.
5. Reference checking.
6. Medical examination.
7. Final selection.
8. Appointment.

Interview

- Face-to-face interaction between employer and candidate.
- Helps assess suitability.

Interviewing Skills

- Active listening.
- Effective questioning.
- Observation skills.
- Communication skills.
- Evaluation skills.

Types of Interviews

- Structured Interview.
- Unstructured Interview.
- Panel Interview.
- Stress Interview.

Exam line: Selection ensures that the most suitable candidate is appointed to the job.

9. Placement, Employee Onboarding, Training and Development

Placement

- Assigning selected employees to suitable jobs.
- Ensures proper utilization of skills.

Employee Onboarding

- Process of integrating new employees into the organization.
- Familiarizes employees with policies, culture and responsibilities.

Training

- Improves current job performance.
- Develops employee knowledge and skills.

Development

- Focuses on future growth and career advancement.

Benefits

- Better productivity.
- Improved confidence.
- Reduced errors.

- Higher employee satisfaction.

Exam line: Training focuses on present jobs while development prepares employees for future responsibilities.

MODULE 3: TRAINING AND DEVELOPMENT

10. Organizational Needs, Orientation, Training and Training Process

Identifying Organizational Needs

- Determines skill gaps.
- Identifies training requirements.
- Aligns employee capabilities with organizational goals.

Orientation

- Introduction given to new employees.
- Familiarizes them with organization, culture and policies.

Training

- Planned effort to improve employee performance.

Training Process

1. Identify training needs.
2. Set objectives.
3. Design programme.
4. Conduct training.
5. Evaluate effectiveness.

Exam line: Training improves employee competence and organizational performance.

11. On-the-Job and Off-the-Job Development Programmes

On-the-Job Development

Learning while performing actual work.

Methods:

- Coaching.
- Mentoring.
- Job Rotation.
- Apprenticeship.
- Committee Assignments.

Advantages

- Practical learning.
- Immediate application.
- Lower cost.

Off-the-Job Development

Learning away from workplace.

Methods:

- Lectures.
- Workshops.

- Seminars.
- Simulations.
- Case Studies.

Advantages

- Focused learning.
- Exposure to new ideas.

Exam line: On-the-job training occurs at the workplace while off-the-job training occurs away from the workplace.

12. Management Development Programme (MDP) and Executive Development Programme (EDP)

Management Development Programme (MDP)

- Designed for middle-level managers.
- Improves managerial skills.
- Develops leadership abilities.
- Enhances decision-making capabilities.

Executive Development Programme (EDP)

- Designed for senior executives.
- Focuses on strategic thinking.
- Develops leadership and innovation.
- Prepares executives for future challenges.

Benefits

- Better leadership.
- Improved productivity.
- Enhanced organizational effectiveness.

Exam line: MDP develops managers while EDP focuses on higher-level executives.

13. Career Development, Role and Challenges

Career Development

- Continuous process of employee growth and advancement.
- Helps employees achieve career goals.

Role of Career Development

- Enhances motivation.
- Improves retention.
- Develops future leaders.
- Increases job satisfaction.

Challenges

- Rapid technological change.
- Lack of opportunities.
- Employee expectations.
- Organizational constraints.
- Work-life balance issues.

Exam line: Career development benefits both employees and organizations through continuous growth.

MODULE 4: ORGANIZATIONAL CULTURE AND EMERGING TRENDS

14. Performance Management

Meaning

- Continuous process of improving employee and organizational performance.

Objectives

- Improve productivity.
- Align employee goals with organizational goals.
- Identify training needs.
- Improve communication.
- Support career development.

Process

- Goal setting.
- Performance monitoring.
- Feedback.
- Evaluation.
- Improvement planning.

Exam line: Performance management is a continuous process rather than a once-a-year activity.

15. Performance Appraisal

Meaning

- Systematic evaluation of employee performance.

Objectives

- Assess employee contribution.
- Identify strengths and weaknesses.
- Support promotion decisions.
- Determine training needs.

Types

- Traditional Appraisal.
- 360-Degree Appraisal.
- Self-Appraisal.
- Peer Appraisal.
- Management by Objectives (MBO).

Exam line: Performance appraisal evaluates past performance while performance management focuses on future improvement.

16. Employee Engagement

Meaning

- Emotional commitment of employees towards their organization.

Types

- Engaged Employees.
- Not Engaged Employees.
- Actively Disengaged Employees.

Drivers of Employee Engagement

- Leadership.
- Recognition.
- Career opportunities.
- Work environment.
- Communication.
- Compensation.

Benefits

- Higher productivity.
- Better retention.
- Increased customer satisfaction.

Exam line: Employee engagement reflects the level of commitment employees have towards organizational success.

17. Compensation Management

Meaning

- Planning and administration of employee compensation.

Objectives

- Attract employees.
- Retain employees.
- Motivate performance.
- Ensure fairness.
- Maintain competitiveness.

Factors Affecting Compensation

- Job value.
- Skills and qualifications.
- Industry standards.
- Company financial position.
- Government regulations.

Exam line: Compensation management ensures fair and competitive rewards for employees.

18. Components of Pay

Salary

- Fixed regular payment.
- Incentives
- Additional rewards for performance.

Bonus

- Extra payment linked to profits or performance.

Commission

- Payment based on sales achieved.

Perks

- Non-cash benefits.
- Example: Company car, housing, insurance.

Other Benefits

- Provident Fund.
- Gratuity.
- Medical benefits.
- Leave benefits.

Exam line: Employee pay consists of both monetary and non-monetary rewards.

19. Separation, Transfer and Conflict

Separation

Employee leaving the organization.

Types

- Resignation.
- Retirement.
- Termination.
- Layoff.
- Dismissal.

Transfer

Movement of employee from one job, department or location to another.

Conflict

Disagreement between individuals or groups.

Causes of Conflict

- Poor communication.
- Competition for resources.
- Differences in goals.
- Personality clashes.

Resolving Conflict

- Negotiation.
- Mediation.
- Collaboration.
- Compromise.
- Effective communication.

Exam line: Proper conflict management improves workplace harmony and productivity.

20. HR Information System (HRIS) and Ethical Aspects of HRM

HR Information System (HRIS)

- Computer-based system for managing HR information.

- Stores employee records.
- Supports recruitment, payroll and performance management.

Benefits

- Faster processing.
- Better accuracy.
- Improved decision making.
- Easy access to information.

Ethical Aspects of HRM

- Fair treatment.
- Equal opportunity.
- Employee privacy.
- Non-discrimination.
- Transparency.
- Respect for employee rights.

Exam line: HRIS improves efficiency while ethics ensure fairness in HR practices.

LAST-MINUTE EXAM FACTS

- HRM = Acquisition, development, motivation and retention of employees.
- Harvard, Guest, Warwick and Ulrich are important HRM models.
- Job Analysis → Job Description + Job Specification.
- Recruitment attracts candidates; Selection chooses candidates.
- Training = Present job improvement.
- Development = Future growth.
- MDP = Middle managers.
- EDP = Senior executives.
- Performance Management = Continuous process.
- Performance Appraisal = Evaluation process.
- Employee Engagement = Emotional commitment.
- Compensation includes salary, bonus, incentives and perks.
- Separation includes resignation, retirement and termination.
- Transfer = Movement of employee within organization.
- HRIS = Technology-based HR management system.
- Ethics in HRM focus on fairness, privacy and equal opportunity.