CHAPTER 4

ORGANIZATION SETUP AND STRATEGY OF HRM IN PHARMA INDUSTRIES

4.1 Importance of Organization Set-up and Strategy in Pharma Industry:

Organizational Structure is basically created to ensure the standardize the practices, organized efforts and creating an involvement of the concerned committed employees depending upon the type of the organization their policies and practicing programs. The organizational structure is created. However when organizations are very big and authority, responsibility, and accountability is predefined then rigidity in the organizational structure, compartmentalization in the working is observed, however where there is profit motive in the organizations create a structure wherein latitude is made available so that by hook or crook the concern give the result oriented results.

Hindustan Antibiotics Limited is a Public Sector organization who are basically in the manufacture of penicillin, a life saving drug with other products the motto of the organization is to serve common man by making available the products at very reasonable and affordable cost, hence a bureaucratic approach is witnessed in that organization however during the
period of research I have found that the company is doing the proper business the reverse is the case of Emcure Pharma Limited and others are the private organizations there main and major motto is to make profit to ensure economy, efficiency and effectiveness to grab more and more share of the market as a result they are creating very flexible organizational structure in short as per policies, principles, programmes parameters on the top these companies run and in both the cases i.e. Public Sector (Rigid Structure) and Private Sector (Flexible Structure) are fulfilling the objectives.

**HOW CAN AN ORGANIZATION MANAGE CHANGE SUCCESSFULLY?**

Management of change is a much talked about topic in all kinds of organizations.

Change is happening at an accelerated pace. It can be due to any reason:

1. Organization development
2. Management development
3. Computerization
4. Automation
5. Introduction of new laws
(6) Any other reason.

By now, this has become such an established issue that managers appear to be quite conversant with the nuances of effectively managing the process of change. To be successful, change has to be as unobtrusive as possible. This will obviously hurt the interests of the minimum number of people and, therefore, it will be easier to implement. There will be less resistance.

Secondly, change should not be introduced for the sake of change, but it should be introduced to enable an organization to operate in new, more exciting and more viable ways. In case of hospitals, change should be introduced so that patients stay and cost can be reduced and service improved.

1. *Kaizen* Small changes up to big changes. The famous Kaizen technique can be and should be used to bring about small improvements in a number of areas so as to achieve sizeable improvements on an overall basis.

2. *Order* Non-controversial changes should be implemented first in order to enlist the support of people to the proposed changes. If the controversy is generated in the process of implementing a disputed change, it will hamper the implementation of other harmless and non-controversial changes too.
3. *Only necessary* While every effort should be made to implement required changes for the sake of change the good points of the existing system should be considered for retention.

4. *Shared vision* The power of shared vision is often emphasized when it comes to involving in the process of change. Though it is difficult to develop but when it is actually developed, it has the power to unleash changes of enormous magnitude and intensity.

5. *Corporate communication* the need for change and plan should be communicated effectively to the employees in order to remove misgivings, alley apprehensions and ambiguities with regard to proposed changes. Effective communication has to be initiated before the process commences, and it has to be sustained till it reaches its logical end.

6. *Identification of change-agents* Change-agents do play a crucial role in Implementing change. They should possess a high degree of team spirit and integrity. Solo prayers, however gifted they may be, are not likely to be good change-agents.

    Management of change has always been important and its importance will increase further in future. So, it is imperative that this important process be understood sufficiently in order to have a smoother and effective implementation of change. Hospitals are not exceptions to it.
4.2 Organization Set-up in Pharma Industries:

In order to effectively comply the organizational goal, organizing is necessary the scattered opinion of the Heads of the companies covered in this research is given below in this particular chapter.

Organization Setup of Public Sector Undertakings:

Table 4.1

Organisation Setup of Private Sector Industries:

Table 4.2
4.3 Evolution of Personnel Profession in Indian Pharmaceutical Industry:

Earlier the medication was being used for curing the diseases. However, on account of development of attitude & aptitude of the people, energisation, because of widened vision by and large the focus of health care is not only prevention of disease but also total Health Management system. This work of the Pharma Industries is by and large a social contribution to the futuristic need of the community & society as a whole. Therefore, concept of running pharma industry is far away from the traditional approach, of profit sharing, (creation of goodwill, multiplication of product, penetration of existing market.)

Credit goes to Taylor for having concentrated his attention on people at work in his Scientific Management; Taylor was impatient with the haphazard methods of organizing work and measuring work performance that were so common at that time. Personnel administration at first became apart of scientific management, particularly in connection with employment, testing, placement, wage determination, and performance evaluation Taylor’s Scientific Management movement could create an awareness about a special effort to manage the workforce. The fundamentals of personnel work were in practice in some firms in USA by 1923 as Frank B Miller observed.
Labour shortages after the First World War, increasing awareness of trade unions contributions of management writers, and above all sermons preached the Christian churches to practice justice, equity, sympathy and Godly love to the workers have influenced the employers to initiate personnel function in America.

Scientific management movement and further carry writings on management had a human content for the sake of higher productivity. Fredrick W. Taylor, who made a pioneering and systematic approach to management and propounded the concept of Scientific Management, viewed it through the productivity of people at work. Taylor and the classical writers shifted their interest from production bonus to focus on managing people. Training and development aspects of management were stressed by writers like H. L. Gantt, F. Gilbreth and Lillian Gilbreth and Mary Parker Follet. The human relations movement initiated by Elton Mayo has also encouraged the personnel function.

Large scale employment and mass production which resulted in complexities of operation have also been responsible for the emergence of a separate functional area of personnel management in U.S.A. Such large scale employment brought also with it increasing trade unionism, collective bargaining and a need for employee welfare schemes, for which the
personnel function came into existence. Another important event which stimulated the personnel function was the great depression of 1930's, which necessitated the business organizations to eliminate waste, maximize utilization of resources, particularly human resources, and achieve a national resurgence for which effective management of their people was necessary. Thus, personnel management has gradually emerged as an important functional area not only to look after the welfare activities, but all the aspects of managing people effectively. Personnel executives have become important managers in American organisations, and the strategic role of personnel function has been widely accepted.

Later a number of legislations were passed in America viz. The Pension Reform Act, The Occupational Safety and Health Act, and so on, which revealed the Government concern for human resources management. Personnel management or human side of enterprise is all integral part of management in America.

Personnel Practices had emerged in U.K. by virtue of sheer necessity. Robert Owen paid considerable attention on human element of enterprise. He realized almost about two centuries ago the need for supplying the needs of the workforce and to provide good environment for the workers to work. He renovated the mills, improved the housing, opened a store to sell
merchandise at cost, and cleared up the village streets for making conducive environment for his workers. He had also established a school for the children of workers. He sought to influence the parents motivating them to take interest in their work and to develop a pride in their work. Its effect was spectacular.

4.4 Human Resources Management Vis-à-Vis Personnel Management:

Some thinkers and writers feel that personnel management lost its relevance with the emergence of human resources management. This is quite a mistaken notion. On the contrary. Personnel practices have attained a more crucial role as a result of the emergence of the human resources philosophy. In fact personnel management has attained a multi-dimensional role; and the managers now make a multi-disciplinary approach to managing their people, Management is now concerned with working with people, for which a greater emphasis of the human element of enterprise is indispensable, hence, a humanized personnel management is the crux of the human resources management.

Human elements of enterprise are the most important resources, particularly because other resources can not be effectively managed without appropriate human resources, Human resources consist of people and
personnel management is responsible for managing people. Hence, there cannot be any human resources management without personnel management in it. Human resources management, as a philosophy, has emerged recently while personnel management, as a function, has been existing for the last many decades. One may, therefore, regard that HRM is emerged out of personnel function and personnel management cannot be isolated from Human Resources Management, while there cannot be any management without human resources management.

In respect of the relation between HRM and personnel management the following points may be very relevant:

(i) Human resources management is primarily a philosophy an attitude, an approach, a policy and a practice; while personnel management is a functional area and a function,

(ii) Human resources management must remain al the centre of management itself, while personnel management is one of the functional areas in HRM.

(iii) HRM represents the humanisation of management, while personnel management is concerned with managing manpower.
HRM is the concern of all managers from top to bottom in an organisation. While personnel management is mainly the concern of the personnel manager.

HRM makes efforts primarily to satisfy the human needs of the people at work which motivates the people to make their best contribution for the achievement of organisational goals and objectives, while personnel management maintains the rules, principles and legal provisions in managing the people.

HRM intervention is more concerned with working with people, team-building and team-work; while personnel management is interested in the orderly way of administration.

HRM concentrates more on motivation, morale-boosting and job Satisfaction, while personnel management is primarily concerned with selection, recruitment and administration of manpower.

Human resources development is at the centre of HRM, while managing people for maximising output is the basic job of personnel management.

Human beings are considered as resources in HRM, while they are workmen to be managed in personnel management, and sometimes they are treated as liability.
Training and development make an integral part of HRM, while organisation development presupposes manpower development in personnel management.

Human values and individual needs are given priority in HRM, while personnel management gives emphasis on efficient administration.

All managers must be trained to adopt a human resources philosophy and to implement it in HRM intervention. while personnel function is the job of the personnel department in personnel management.

Counseling, career planning, developing, correcting and redeeming make important aspects of HRM, while maintaining records, enforcing rules, punishing the guilty, and keeping the administration in tact are the concern of personnel management.

Significant part of every manager's time is set aside in HRM for those who directly report to him, whereas it is only the personnel manager's job to take care of the people in the organisation.

Human resources management is an integrated approach accommodating all the aspects of developing, managing, satisfying and motivating human resources, whereas personnel management is primarily concerned with administration and management of people of an organisation.
Human resources managers act catalysts, change agents, counsellors, leaders, and the spirits behind every activity whereas personnel managers are concerned with administration of personnel matters only.

Human resources managers are line executives who are, and must be, involved in policy and strategy formulation of the general management and all functional areas, particularly operations.

HRM is concerned with determining the needs and aspirations of the people and formulating policy to fulfill them while matching the individual needs with the organisation21 objectives, whereas personnel management is concerned with procuring and managing people in accordance with the organizational needs.

While Personnel management is exclusive in itself, it is part and parcel of HRM which integrates personnel practices, industrial relations and employee welfare with it.

Thus, HRM is not personnel management, while personnel management is in it. All the aspects of personnel function are integrated into human resources management along with HRD, counseling, redeeming, career planning, evaluating and compensating.
Actuating is the actual job of a manager. Getting work done by people, causing their action, which means working with people, winning their sincere cooperation and energetic enthusiasm, is the real task of an acting manager. In a nutshell, human resource management is at the centre of actuating which forms the crux of perspective management. In the rapidly changing management scenario of today, therefore, human resource management has a crucial role to pay. We make an attempt to unveil the unavoidable areas of human resource management in this chapter.

Human Resources Management (HRM) is concerned with the human beings in an organization. It reflects a new philosophy, a new outlook, approach, and strategy, which views an organization’s manpower as its resources and assets, and not as liabilities or mere hands.

Resources are the means which can be drawn on. They are collective means for production, support and defense, as well as a source of strength and aid. Human resources are human wealth or means that can be drawn on. Human capital or manpower resources of a company can be treated as its human resources. It can otherwise be understood as the resourcefulness of the human beings or people available for an organization.

In generic terms, human resources can be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an
organization’s workforce, as well as the values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organization. It is the sum total or aggregate of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons in an organization.

Human Resources Management and Human Relations resources approach takes into consideration the potentiality and vitality of the people available for the organization. Even in an age of automation as of today, manpower is the most essential and indispensable resources of any organization. Resourcefulness of various categories of people say: managers, scientist and research people, executives, supervisors, workers (skilled, unskilled) and all such people available for the organization to be drawn on, can be treated as human resources. In fact, without appropriate human resources, no business or organization can exist and grow. This is, perhaps, the reason why human resources management has become the focus of attention of progressive organization of today.

Human resource management is the process of managing the people of an organization with a humane approach. Human resources approach to manpower enables the manager to view his people as an important, if not the most important, resources. It is benevolent approach to develop and
effectively utilize the manpower not only for the benefit of the organization but for the growth, development and self-satisfaction of the concerned people. Thus, human resources management is a system that focuses on human resources development, on the one hand, and effective management of people on the other, so that people will enjoy human dignity in their employment.

One of the earlier views of HRM put forward by Scheain was HRPD, (Human Resources Planning and Development). According to him, HRPD should match organizational needs for human resources and individual needs for a career and growth. His HRPD included human resources planning, recruitment, selection, performance appraisal, educating, job enrichment, counseling, and such other functions. Training and development, feedback, organizational development, research and data storage activities has been additionally included in the HRD system by writers like Udai Pareek and T.V. Rao. In fact, HRM must be capable to accommodate all such aspects.

The most indispensable aspect of HRM approach, however, is a fundamental change in philosophy and perspective stemmed from reckoning with the resourcefulness of the people at work, which can be developed by appropriate programme. It is a benevolent approach to organization’s own people, which reflects a shift from all the past approaches say: commodity
approach, mechanical approach, productivity approach, social system approach, human relations approach or even paternalistic approach. HRM approach emphasizes the human aspect of individual workers, and their aspirations and needs including self-actualization needs.

The manager learns or deliberately decides to deal with his people as precious individuals who are the means for success in the accomplishment of the organizational objectives and goals. The human resources management should not be an insolated activity of a staff executive or a personnel manager. It becomes a part and parcel of every manager's job, while the human resources manager must act as a catalyst and exemplar, who directs all the aspects of managing manpower, human resources development, counseling, industrial relations, welfare activities, and so on.

Human resource management is visualized here as a line function or a general management function which actuates, perfects and causes to happen the activities and operations of an organization to make the best performance towards organizational objectives and goals. It is part and parcel or strategic management and hence the human resource manager is also involved in the strategic management process of a company. It includes human resource planning, development, career planning, succession planning, maintaining a high quality of work life taking care of the welfare of the people who work
for the organization, counseling, guiding, motivating, actuating, compensating, rewarding, evaluating, integrating, information storing and finally separating in addition to recruitment, training, placement, induction, etc.

Human resource management is involved in providing human dignity to the employees taking into account their capability, potentiality, talents, achievement, motivation, skills, commitment, creative abilities, and so on, so that their personalities are reckoned as valuable human beings. This human resource management is primarily concerned with the human beings (people) and then their performance. If an organization can trust and depend on the monetary resources which they draw from their bank account or on the strength of their capital assets, they can trust, depend and draw more on their committed, talented, dedicated and capable people. This is what the human resource management does. Thus HRM is involved in every business, managerial activity, or function. We can remark here: if actuating implies getting things done by people, which is the primary managerial job, management is primarily human resource management.

No wonder, human resource professional’s are better equipped to be successful CEOs. Referring to Sir John Harvey Jones, P.P. Billimoria
observed that there is notable number of Chairmen in various organizations who were originally HR professionals (Keynote address at the IIInd National Annual Conference of NIPM). After all, managing people is the basic job of every manager toward managing performance.

In this context, human resource management is the process of managing human beings as the most important resource of an organization. A stress on the human performance in the contrary, individual human beings are enabled to enjoy dignity of being associated with their organizations since they are treated as the most valuable assets and resources leading to humanization of work environment. It implies that human resource management approach provides as superior quality of work life which gives a sense of belonging and a higher job satisfaction to an organization’s own people. Thus human resource management is totally a novel approach to an organization’s own people at work on the one hand and to the organization’s own business on the other.

Human resources management can be defined as that part of management process which develops, and manages the human elements of enterprise considering the resourcefulness of the organization’s own people in terms of total knowledge, skills, creative abilities, talents, aptitudes and potentialities for effectively actuating, Every individual is a part of the
resource of an organization, while he or she is a valuable soul. By mismanaging the human resources, a manager kills, not only the invaluable resourcefulness of his people, but the most important souls. Hence, every human resources management strategy must be guided by the golden rule, “give love and get love.”

From this discussion, it is to be emphasized that HRM is not a dignified term of personnel management, though personnel management is enmeshed harmoniously in it. While HRM is closely linked with HRD, counseling is indispensable for effective human resources development. As we already observed, HRM is at the centre of actuating.

At least some managers misunderstand that human resources management is a dignified term of personnel management, while some are of opinion that both the terms represent the same concept or identical functions. In this context, one should understand that human resources management is not personnel management, though the latter is included in the former. The very outlook or philosophy of human resources management is different from that of personnel management.

According to Flippo, “Personnel management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, and maintenance of people for the purpose of
contributing to organizational, individual, and social goals.” This highlights that various managerial functions relating to procurement and maintenance of people in an organization come under personnel management. This may include developing people in a way the organization wants, for attaining competitive advantage for the organization, as Thomas G. Spates visualized personnel administration as early as 1944.

“Personnel administration is a code of the ways of organizing and treating individuals at work so that they will each get the greatest possible realization of their intrinsic abilities, thus attaining maximum efficiency for themselves and their group, and thereby giving to the enterprise of which they are a part it’s determining competitive advantage and its optimum results.”

Thus the sole purpose of personnel management was to attain competitive advantage and best result for the organization. Though, Flippo has introduced individual and social goals also in his definition of personnel management, the basic thrust of personnel management, as practiced everywhere, is to procure, develop and maintain adequate manpower in the interest of the advantage of the organization. The individual’s interests, desires and aspirations were submerged into the organizational objectives and goals. Managerial functions of planning, organizing, directing and
controlling of procurement and development of people is the concern of personnel management, according to Flippo.

Human resources management is viewed in entirely different perspective. Though organizational interest is important in all the management policies, HRM projects the development of individuals in accordance with the individual needs and aspirations so that the individuals would be motivated to make their best contribution towards the accomplishment of common goals. While personnel function was designed to respond to the organizational objectives like profit maximization, HRM visualized human elements of enterprise as important resources. Hence, HRD is the most crucial aspect of human resources management.

Personnel function has been traditionally considered as an independent function headed by a personnel manager who was responsible for personnel record keeping and rule enforcing. A personnel manager is supposed to be knowledgeable about the rules and regulations of personnel practices and hence his advices the top management about the personnel function. This may, perhaps be the reason why personnel function was viewed as a staff function at least by some writers on management.

But there is no reason why human resources management should be reckoned as a staff function. On the contrary, HRM is part and parcel of
every line function. It is a Sub-system of the whole management system. Rather, human resources management must be the job of every operating manager in an organization. Actually speaking, the primary job of every manager is actuating, and human resources management cannot be isolated from actuating as we will see later in this book (see the Chapter 4 on actuating. As already observed, essentials of personnel function are necessarily incorporated in both actuating and HRM functions in its refined form. Hence, one must not be under the impression that the traditional personnel management is replaced by HRM. Rather, HRM has absorbed the personnel function in its refined form.

Manpower planning is incorporated into human resources planning. Recruitment, selection, training, placement, compensation, direction, appraisal, supervision, and such other functions of personnel management form part of human resources management, also while other aspects like human resources development, career planning and development, counseling and redemptive measures, constant efforts for appraisal, research and feedback system, data storage and retrieval system, and so on receive greater attention in human resources management A humane approach to the people at work backed by welfare amenities and cordial industrial relations policies must also be an integral part of human resources management. In the HRM
approach, personnel function is not merely record-keeping function. Rather it is a constant endeavor to motivate the people at work to foster awareness with the organization and its performance goals. This is achieved neither through pressure tactics nor through conflicts and struggles, but through constant cooperation, team-building and mutual understanding. This is what is meant of human resources management. Thus HRM is not limited to mere personnel management. It is an integrated systems approach to actuating.

4.5 HRM vis-à-vis HRD:

Some writers have used both the terms interchangeably. But these two terms cannot be one and the same or synonyms. They are used in different contexts and they represent different concepts. At the same time HRD is at the centre of HRM.

As a result of the fundamental changes in attitudes, approaches, outlook, philosophy, perspective and practices emerged in the personnel area in the form of human resources management (HRM) strategy, it has become necessary for every organization to develop skills, talents, potentialities, capabilities and attitudes of company's own people to meet the emerging challenges. Hence, HRD (human resources development) policies have been adopted by many companies. It is now-a-days spreading to many others.
HIRD strategies are supposed to bring forth necessary changes in skills, capabilities and attitudes of people who are required to cope with the emerging changes. Thus, HRD has become an integral part of human resources management. The new HRD approach, that stresses the need for developing the company's own people to suit the updated technology, modernization of machinery and equipments and the changing trends in attitudes and approaches, necessitates to develop individual employee in accordance with his aspirations and potentialities on the one hand, and the company's requirement on the other. This is what the HRD does. Quite often Organization Development (OD) programmes are effectively integrated with the HRD programmes. Of course, OD programmes are the programmes which the OD interventionists prescribe for the effectiveness of the organization. It need not be what the individual members of the organization seek. HRD interventionists primarily seek to know what the individuals seek to have, and then try to match it with the organizational needs. Training and development programmes form part of OD, while training and development are the most decisive aspects of HRD too.

HRD efforts are now described in tens of the training and educating programmes and the number of people who are exposed to these
programmes. Unless a systematic and constant monitoring of these programmes and a systematic appraisal of the actual effect of these programmes, in terms of actual results achieved, can be determined, it may not be possible to understand whether the real purpose is served by these programmes. At present, therefore, the end results of both HRD and OD are perceived as synonymous. Of course, no change can be effectively and totally incorporated nor their results achieved, over-night. It needs constant efforts and continuous monitoring for a considerably long period. These efforts must go on simultaneously with the human resources management strategy.

HRM has its various tools like appraisal schemes, feed-back system, Quality Circle and Organization Development interventions, T-Group training, MBO objective setting, consensus in decision-making, and so on. All such tools are useful in human resources development also. At present, however, training programmes seem to dominate the HRD scene. An effective management information system backed by information collecting, storing and retrieval system and research and analysis must be the basis for every HRD programme. This would enable the organization to motivate its own people to strive to be developed in accordance with the organizational needs (existing and expected). Thus, HRM is the integrated approach to
actuating and managing the company's own people, while HRD deals with the process of developing people in accordance with their aspirations and to suit the organizational needs. Both are not synonyms; the latter is at the centre of the former, and both are interdependent and integrated into one system.

4.6 HRM Strategy for Effective Actuating:

Actuating is the actual job of every manager as we have observed earlier. The task of actuating is “getting the members of a company to work together more efficiently, to enjoy their work to develop their skills and abilities and to be good representatives of the company”. Enlightened management of people is; he most basic ingredient in actuating. It motivates the members of the organization to effectively perform the task which they take up. It establishes and maintains a conducive atmosphere and organizational climate for its members to enjoy the task and perform it efficiently. This is what actuating does.

Actuating the people to respond favorably and willingly to the performance objectives and opportunities necessitates the manager to foster a human resources approach. One of the most important tasks, in this respect, is to place the right people with the right mix of knowledge and skills, in the right place and at the right time to perform the right tasks.
Developing people to suit to the most appropriate tasks is the job of HRM, and hence human resources management is closely linked with actuating. In fact, actuating may not be effective if it is not supported by appropriate HRM intervention.

4.7 HRM Strategy and General Management:

Actuating is at the centre of management process, while human resource management is closely linked with actuating. Obviously, management process is basically concerned with managing people; and there cannot exist a management process without properly managing human resources. No wonder, thinkers like Lawrence Appley did not appreciate to distinguish between management and personnel management. According to him, “Management and Personnel Administration are one and the same. They should never be separated. Management is personnel administration”.

Thus, human resources management cannot be isolated from general management. In fact, the humanization of management makes it more effective and fruitful. A study of management is, therefore, bound to be incomplete without a study of human resources management. Evidently, management practitioners must recognize the importance of human resources management.
4.8 Scope of HRM Strategy:

Human resources approach of management to its own people would go a long way in effectively actuating. It facilitates in identifying the right kind of people, socializing them in the most appropriate way, training and developing them in the right direction assigning the tasks which are best suited for every individual so as to bring out their best, motivating them to make their best contribution, and creating conditions for the people to enjoy their work. It establishes and maintains an organizational philosophy culture and climate conducive for the organization’s own people to have job satisfaction and a sense of fulfillment. As human resource development has a pivotal role in HRM, the organization gets the people it requires while every individual gets the task which he can perform efficiently.

As the people are considered valuable human beings the very perspective of management changes, and the people are motivated to foster a oneness with the organization. Training and development needs are ascertained taking into account the individual needs, and hence training and development programmes are bound to produce the best result. On the other hand, the Company gets the most appropriate manpower.

Introduction of high-tech machineries and equipments, modernization of technology and techniques, computerization of data processing,
introduction of micro-process controlled CNC machines in many manufacturing operations, introduction of quick communication systems, introduction of robots in repetitive manufacturing operations, sophistication in technical operations and such other developments have brought with it the need for well-trained, technically qualified and highly skilled manpower. HRD approach not only helps to procure such manpower but to retain them. All such developments may result in redundant workforce which must either be retrained and redeployed or separate; through golden handshake schemes. HRM approach facilitates action in such situations.

HRM approach improves the organizational efficiency, work Culture, job satisfaction of people, better understanding and human relationships resulting in cordial industrial relations and better productivity. While the management incorporates human resources Policy backed by great human values, understanding, concern for the welfare of their people, and constant efforts for human development, there is Possibility for the organization’s people to reciprocate with better behavior, self- coordination, sincerity, achievement motivation and greater cooperation. To be precise, HRM has great scope to improve organizational climate and efficiency. The vast scope of HRM in the context of a business organization can be summed up as follows:
(i) A cordial worker-management relationship would be possible;
(ii) Management would be able to understand their people better;
(iii) A situation would be created in the organization for the employees to enjoy their work and gain substantial job satisfaction;
(iv) Management would be able to get better co-operation from its workers;
(v) Employees would be able to gain a great sense of accomplishment through their work;
(vi) Organizational efficiency and workers' productivity would increase;
(vii) It would help the employees to gain a sense of belonging to their workplace;
(viii) Better organizational climate and culture may emerge as a result of good HRM;
(ix) As the people would be able to foster a sense of belonging, their sense of fulfillment and accomplishment would remain high;
(x) As the people are respected as individuals, and their contributions are valued and rewarded, they would gain more self-confidence and self-respect, and they will learn to respect others, particularly their superiors and managers;
(xi) The employees may be able to gain a self-confidence that their competence and performance can be improved and they would have prospects for better career growth; and to use their competence and talents;

(xii) Management gets enlightened workforce;

(xiii) A good communication channel would become possible as a result of mutual understanding and better coordination;

(xiv) Influence level of management and managers would increase;

(xv) Adverse influence of trade unions particularly self-seeking militant trade union leaders can be reduced;

(xvi) Gulf between management and workers can be reduced;

(xvii) A good HRM policy would improve the ability for industrial peace, which badly needed in India now-a-days; and

(xviii) It would become easier for the management to identify and train appropriate talents for every job.

In fact, a well planned human resources management process is the need of the hour. It helps in efficiently managing a business. The scope of HRM is, therefore, extensive to the extent that there cannot be a study of management without proper attention on human resources management, though it has its own limitations also.
4.9 Limitations of HRM Strategy:

Human resources management has its own limitations also. Though personnel management has been in practice or quite sometime now, human resources management is of recent origin. Some companies have already rechristened their personnel departments as human resources management departments, while some companies have taken initiative to appoint human resources managers to look after their personnel function. Such superficial actions may not bear much fruit. What is actually needed is fundamental change in attitudes, approaches and the very management philosophy. Without such a change, particularly at the top management level, renaming of personnel department or redesignating the personnel officer may not serve the purpose.

At least some HRD people hold the view that HRM is something very distinct from personnel management and neglect the importance of personnel function. This is a very dangerous approach. It must be understood that a balanced and integrated approach is necessary. Actually speaking, the philosophy, outlook, attitude, and approach to the company’s own people must undergo a change, not only of top management, but other level of management. Then an integrated approach to HRM is necessary, i.e.,
personnel management becomes a part and parcel of HRM, while the whole personnel function must be viewed through the “human resource” angle.

HRM philosophy and thrust must come from the top and accepted by people at all levels but unfortunately in many organizations top boss remains passive, leaving the HRD function to be carried out by the personnel manager, waiting for the result to come. If good result emerges the credit will go to the “magnanimity” of the boss, and all discredits would be left to the personnel manager. Hence, the personnel manager may look at the HRD programmes with suspicion. This is a very serious limitation.

Management must not be satisfied with a few training programmes, as it happens in some organizations now. HRM function must constantly strive to determine the actual needs and aspirations of the company’s own people and envisage plans to satisfy them develop their potentiality and use them but unfortunately management’s productivity and profitability approach still remains undisturbed in many organizations.

HRM is of recent origin, and it lacks a universally approved academic base. Different Professionals tend to define the ten in different ways. Until a general definition is accepted and an operational framework is universally approved, a skeptical approach of various practitioners may continue. This is another drawback. However, a generally acceptable approach is expected to
emerge in the near future because of the strenuous efforts of HRM professionals and thinkers.

In a strife torn industrial relations scenario of India, any method may have its limitation. HRM is also not an exception in this respect. It cannot be taken as a panacea for all the in-company ills. It may not produce expected results overnight. Gradual effect may be expected, and the management must have the patience to wait and watch. HRM need not produce spectacular result overnight.

While evaluating the historical development of HRM practices in the pharma industries. We notice a revolutionary change in the principles & evolution of personnel profession. The revelation is HR manager has to be facilitator, open minded, transparent, visionary and good motivator. This distinction in the approach needs to be considered in positive, practical & pragmatic & proactive way.

In fact though the basic principle of organizational setup & structure is to achieve efficiency, effectiveness & economy in the long run, every particular responsible person and the top defines true concept in different way to suit their unique organizational policies & programmes. At a glance the above information is available in aforesaid chapter.
After examining organization structures of different companies it is found that the basic version “Health for all by 2010 AD” equitable distribution package for health care to economically and socially related factors, intervention of the government, probable need arising at the grass root level, spirit for partnership and services to ensure even primary health, social services to the community, special needs for epidemic vulnerable and high risk groups in by and large found same. However, organizational culture, type of leadership, priority of the policies, logistics support and facilities, market share, market coverage, for every particular organization is separate and based upon that according to their needs these organizations are having there own organizational structure, though the parity in the organizational structure is not found.

Organizations are following their basic objectives such on developing the market, both horizontally & vertically downward creation of the market earning the profit, and enhancing the good will.

It is therefore inferred that though different organizations are having different organizational structure it is totally based on several internal and external factors, size of the company total no. of fast moving item of geographical area covered for marketing strategy and prioritization of their practices and implementation policies.