CHAPTER 1

HUMAN RESOURCE MANAGEMENT

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CONCEPTUAL INTRODUCTION

The significance of human resource management is being increasingly realised in industrial and non-industrial organisations throughout the world. Its realisation emerged due to increasing complexities of the tasks of managers and administrators. The growing importance of human resource management is reflected not only in the field of human resource management but also in the eagerness and willingness of line people to share responsibility for many human resource functions. Hence, it is said that, there has been an increase in the status and power of human resource managers in India. As it seems in many countries, management has emerged as a distinct leading profession. There has been a phenomenal increase in the knowledge about human resource management in recent years. Institutes and schools of social work have established their importance in imparting this knowledge in the country besides the diploma courses on human resource management offered by several universities.

The essence of successful management lies in getting effective results through and by people, which is possible only by introducing human resource management as most important function. A human
resource manager keeps the general management in constant touch with the attitude of the workers and guides management in making decisions which will command the co-operation. We know that management is an art of getting work done through people. It is also a multipurpose organ that manages various inputs viz; Men, Money, Material, Machine, Technology and Market, which are very much essential for the success of any business enterprise. It is a very crucial task to manage human beings as they differ from one another.

Without human resource, organisations could not function, and therefore all these organisations are staffed and managed by human resources. People have their problems because, like snowflakes, no two persons are exactly alike, and everyone differs physically and psychologically from everyone else. These differences call for an active attention of organisations to maximise their effectiveness, because only the people manage the people. This requires to know, what is human resource management? The following standard definitions given by the experts on human resource management will help us in understanding the meaning of human resource management.
According to Dale Yoder and others, "human resource management is one of the phases of management which deals with the effective control and use of manpower as distinguished from other sources of power." But P. Pigors and C.A. Myres were of the opinion that human resource management is, "a method of developing potentialities of employees, so that, they get maximum satisfaction out of their work and give their best efforts to the organisations." However, Edwin B. Flippo has defined human resource management very widely and covered almost all the aspects of management. As per his conception, "human resource management is concerned with the planning, organising, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organisational and societal objectives are accomplished."

Similarly, Richard P. Calhoon, in his book entitled, "Managing Personnel", has referred the term "human resource management" as the task of handling the human problems of an organisation, and is devoted to acquiring, developing, utilising and maintaining efficient workforce." While in the words of Lawrence Appley, a former president of the American Management Association, has perhaps given the best
possible meaning regarding the human resource management. As per his definition, "It is a function of guiding human resources into a dynamic organisation that attains its objectives with a high degree of morale and to the satisfaction of those concerned. It is concerned with getting results through people." According to him, "all management is 'human resource management' as it deals with human beings, its development can best be discussed in terms of human development, philosophical, psychological, spiritual and physical." 5

From the above mentioned various definitions, a few basic facts regarding the concept and understanding of the term human resource management we may note that human resource management is totally concerned with managing the human beings working in the organisations for the attainment of predetermined goals. Human resource in this study covers all the personnel working at all levels of organisation structure of a business units. In other words, it covers from general manager at higher level to workers at lower level. The management of human resources does not mean that only general managerial functions be carried out, but it also covers the different areas, e.g.
recruitment and selection, work design, style of leadership needed, supervision pattern, compensation and appraisal system required, organisational development and organisational climate to be studied, societal, cultural and community demands, and so on.

The practice of human resource management is of a continuous nature. The human beings are very much dynamic, and, therefore, it requires to manage them continuously throughout the life of an organisation irrespective of the size, location, types and nature of the organisation. Thus, human resource management becomes a system like our body — which needs a constant study and watch for its smooth and effective working for the better ends as per our goals and objectives. But it is a sub-system of MANAGEMENT system pertaining to the process of obtaining "Right man for the right job at the right time", and training and development, promotion, transfer, compensation, performance appraisal etc. be covered in this system.

CONCEPTUAL DEVELOPMENT

The field of human resource management as a tool of practice and discipline is relatively recent one. The present knowledge, skills, principles, theories,
tools and techniques etc. are bases upon which current concepts of human resource management had their origin in historical background.

The Chinese, as early as 1650 B.C., had originated the principle of "Division of Labour". Not only this but the "Span of Management" was well understood during 1200 B.C. by Moses. The chronological growth of human resource management can be well understood from the various stages given as under:

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<td>Industrial Relations Era</td>
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GROWTH OF HUMAN RESOURCE MANAGEMENT
The evolution and development of human resource management: After and even during the industrial revolution, various changes took place in the field of management, due to which the growth of human resource management became faster. Following factors have the direct impact on the emergence and development of human resource management:

1) Social and cultural changes: This refers to the changes in the beliefs, attitudes, moral, customs, values and actions of employees with considering their families which has the result of changes in knowledge, skill, art, laws, values and norms of individuals as members of society. Due to the mobility of workers and changes in the mode of transport and communication and emergence of new occupations, the changes in social stability and work employment have also taken place.

2) Changes in government and labour relations: During the old days, the government attitudes towards labour problems were passive. While frequent strikes, lockouts, poor working conditions and organisation of labour have led to the enactment of various protective laws pertaining to the conditions of labour, industrial safety, industrial disputes, payment of wages, compensation etc.
3) Changing role of employees has the direct impact over the emergence and development of human resource management. As earlier, the relations between the management and employees were those of masters and servants. But, as the time passes, employees feel that they are equal partners in industry and should be treated as human beings.

4) Attitudes and feedback of management: During the far past, labour was a factor of production and was handled like other economic and technical resources. However, after 1900, they began to be recognised as human beings. At present, management has accepted employees as joint partners and decision makers in an organisation. Higher education in the humanities and the social sciences too, have influenced labour relations in business.

5) Changes in technology: The rapid and ever improving technology which ultimately created the specialization of labour and were directly or indirectly associated with the industrial revolution.

6) Development in management discipline: Development in the various branches of management discipline with scientific management movement has also played very vital role for the emergence
and development of human resource management.

7) Existence of trade unions: Establishment and existence of trade unions and emergence of free collective bargaining with "Early Industrial Psychology" are considered as the responsible factors for the development of human resource management.

8) Birth of behavioural science: The behavioural science as well as the human relations movement are treated as last but very essential elements, that should be considered for the growth of human resource management.

Beyond the above mentioned eight factors for the emergence of human resource management following are the three foundation stages for its development.

The very first step consists of "file maintenance" stage. As we know that human resource management is the recently developed discipline of management. Its actual development was noted up through the mid 1960s and the degree of emphasis placed on employee concerns. Management of human resources was the responsibility of a special department, where such responsibilities included the process of screening of the applications, selection of new employees, collecting and storing human resource data for each of the employee and so on.
The second stage is known as, "government accountability" as it began soon after the independence. Various laws relating to workers and industries — rules and regulations; recommendations and suggestions made by various committees and conferences played a vital role in the development of human resource management practice. The position of the human resource department in the organisation structure and its importance in the management of industrial unit were acknowledged.

In the late 1970s and during the 1980s, many firms were struggling for their survival. The management of human resources, due to this condition, was considered as the fundamental and basic function of management. Hence, during 1980s human resource management evolved to a third growth stage, known as "Organisational accountability". Moreover, along with the effective management of physical and financial resources, the responsibility for effective management of human resources was placed on the shoulders of line managers.

The importance of labour officers in Indian industry was realised in as early as 1929 when the Royal Commission on labour was set up. In 1931, the Commission recommended the appointment of labour
officer in order to "protect the workers from the evils of jobbery and indebtedness, to act as a spokesman of labour and to promote the settlement between the workers and the management." After independence, the government, under the revised Factories Act, 1943 made it obligatory for the factories employing 500 or more workers to appoint Welfare Officers. Under the Mines Act, 1952, this limit was for 500 workers and under the Plantation Act, 1951, the limit was for 300 or more workers. These Acts also prescribed in details the ways in which workers be recruited, their wages and conditions of service including welfare activities be determined with the day to day human resource administration and Industrial Relations.

OBJECTIVES

Objectives are predetermined ends at which individual or group activity in any organisation is aimed. The determination of objectives is required to solve many management problems. And, therefore, formulation of objectives is necessary for the following reasons:

* People possess objectives in their lives for doing something.
* These objectives serve as standards against which individual performance is measured.
* It helps in setting the pace for action by participants.
* It becomes as guidelines for organisational performance.

The very essential primary objective of human resource management is the creation of a work force with the ability and motivation to accomplish the basic organisational goals. It is concerned with the satisfaction of the individual objectives of the members of the organisation. It is also related with the satisfaction of community and social objectives. It also works for the community of the individual units and utilization of human resources for the efficient and effective productive work. Moreover, it requires to establish, maintain and develop productive and self respecting relationships among all the members of the organisation for constructive and positive behaviour and interactions among them. This will provide them a climate to feel a sense of involvement, commitment and loyalty towards the goal attainment of the organisation, in which they are engaged.

Human resource management is also needed to promote opportunities for maximum individual and group development within the organisation. This advancement to the human resource can be provided through various types of training and job education at the different intervals. At last, human being
is a bundle of wants and needs. Individual needs and group goals may be satisfied by offering adequate and equitable rewards as well as monetary and non-monetary fringe benefits and welfare facilities from time to time, so that, human resources may work willingly and co-operatively for the fulfilment of the organisational goals. This is the fundamental objective of the human resource management. The study of human behaviour and group dynamics and to act accordingly is the need of today for the human resource management to have a continuous, good and excellence practice of it. However, to achieve this it has to play a vital role in the performance of various functions at the different levels of organisation. It should act as a counsellor, consultant, guide, philosopher and change agent, so concerned be satisfied by its working. It should also work as a mediator in formulating policies and procedures and in the determination of organisational goals and standards.

**SIGNIFICANCE**

The success of any business enterprise depends on how the basic inputs viz., men, money, materials, machines and markets are utilized for the accomplishment of predetermined goals. The proper utilization of these resources is possible only through the effective practice of human resource
management. In the words of Oliver Sheldon, "No industry can be rendered efficient so long as the basic fact remains unrecognized that it is principally human. It is not a mass of machines and technical processes but a body of men. It is not a complex of matter, but a complex of humanity. It fulfils its function not by virtue of some impersonal force, but by human energy. Its body is not an intricate maze of mechanical devices but a magnified nervous system."^{3}

The management of human resources is a challenging task because human resources are very much dynamic in nature. No two persons are alike in psychological, physiological and sociological matters, they differ individually as well as group-wise and are subject to many and varied influences. Human beings are responsive; they feel, think and act as per their will and desire and, therefore, it is not possible to operate them like a machine or shift and alter them like a template in a room layout. Hence, it is said that, if human resource power is properly used, it may become a motive force for operating an enterprise at its optimum results. Moreover, human resource management is also a most crucial job, because, "managing people is the heart and essence of being a manager."^{9} It deals with any activity related to human elements in any organisation. Material
elements, however, are beyond its domain. This view has been rightly summed up by J. M. Dietz. He observed that, "a business or an industry can be thought of as an inter-weaving of human elements and material elements, with the human elements as the warp; while inter-locking and inter-weaving with this element are the material elements — the woof of the fabric". Any business unit can not succeed if this human element is neglected by it.

The significance of human resource management is very much tactfully expressed in the book entitled, "Principles and Practice of Management" edited by E.F.L. Aldrich. The narration of it follows as under:

"The nearest analogy is in the human body. It is not the brain, the controller, not only just a limb, a member, not yet the bloodstream, the energising force, it is the nervous system." Above all it is inherent in the whole body and intimately connected with its every movement. In short, human resource management is the vital of organisational development. Its significance can be well understood by its following functional areas —

* Human resource planning.
* Recruitment.
* Selection.
* Training and development of human resources.
* Wage and salary administration.
* Promotion and transfer.
* Performance appraisal.
* Industrial relation.
* Demotion and separation.
* Employee services and benefits.
* Human resource research and human resource audit.
* Discipline and supervision.
* Trade unions etc.

PRINCIPLES

While going through the philosophy of human resource management, some of the very essential principles of human resource management can be derived and given below:

1) People should be regarded as complete individuals. People are recruited as per the requirements of the business units and as per their technical, professional and other qualities. But, what would be their behaviour and relations with one another, with the group and with the management largely emphasised by their personal feelings, ethical standards, norms, cultural and social attitudes, etc. Management should consider the wholeness of the individual employees while dealing with them for any matter such as the work assignment, human resource management policies,
programmes and decisions which affect their interests.

2) Employees should be made to feel worthwhile: Money is not a matter for everything. There is something other than money which stimulates anyone to work towards organisational goals.

3) Fairness and justice should be maintained: It should guide management's policies and actions. One should win the confidence of his co-workers and that of employer too.

4) Relevant information should be supplied to the employees, i.e. two-way communication should be developed for the purpose.

5) Rewards should be earned and not given: Human beings are striving to earn for their livelihood. Gifts are generally given at certain ceremonial occasions and therefore, all the rewards for their sweat be given against their efforts.

6) It is very essential to judge the strength or intelligence of the people properly.

7) Sell the human resource management programmes: If employees are not made aware of it, they will learn it from some other sources, and this will not be healthy tradition for management. The selling of a programme should be done either orally or in writing.
8) Equal wages for equal work: The employees who are doing similar type of work must be paid equally and the wages paid must be fair and adequate.

9) Set examples: "Actions are louder than words", and these convince the employees that the management really does what it say or means.

**FUNCTIONS**

Human resource management is concerned with the creation of harmonious working relationships among its participants and bringing about their utmost individual development. It effectively elaborates the process of planning and directing the applications and development and utilization of human resources in employment. In reality, human resource management undertakes all the activities which are concerned with human elements or relations as well as with material elements in any organization.

Various experts have classified the functions into various categories on the basis of size, nature, location, objectives, types of the product, market conditions etc. of business units. Similarly social, economic and political conditions as well as legal and external environments also affect the business units. They may be classified into, (i) managerial and operative functions, (ii) human resource
administration functions and industrial relations functions. Again they may also be classified on the basis of the capacities or on the basis of authority. Broadly speaking, the real understanding of the functions of human resource management can be clarified from its classification into two major categories, i.e., (i) managerial functions and (ii) operative functions. Let me discuss them into following paragraphs.

(A) Managerial Functions:

In the words of Lawrence Appley, "Management is the accomplishment of results through the efforts of other people." Whereas Harold Koontz has rightly pointed out that, "Management is an art of getting things done through people and with informally organised groups." In general, management is a process to allocate an organisation's inputs by planning, organising, co-ordinating, directing and controlling to produce an effective output desired by its customers, so that objectives can be achieved.

In the process, work is performed with the human resources in an ever-changing business environment. Thus, management is said to be the human resource management — It is the development of people and not the direction of things. Managing people is the heart and essence of being a manager. Hence, a human resource manager is a manager and as such he
must perform the basic functions of management. He exercises authority and leadership over other human resources. So, the managerial functions merely consist of some of the basic functions, briefly described as under:

**PLANNING**: This is the very first, primary and basic functions of the functional hierarchy of management. It is an analytical thought process which covers: (a) assessment of the future, (b) determination of objectives in the light of future, (c) development of alternative courses of action to achieve such objectives, and (d) selection of the best course of action among these alternatives. This analytical process be directed towards the human resource planning for day to day operations and for future expansion purposes. Management be able to forecast and plan the wages, labour market, union's changing philosophy, labour policies, programmes, etc..

**ORGANISING**: After deciding what to do, in terms of human resources, one should establish an organisation to accomplish the predetermined courses of action. An organisation is a structure, a framework and a process by which a co-operative group of human beings allocates its tasks among its members, determines relationships and integrates its activities towards common objectives. It represents the work
relationships and human being relationships with specific duties and responsibilities for work achievement and authority to be delegated for work to be taken from respective subordinates.

DIRECTING: Directing is concerned with getting persons together and asking them to work willingly and effectively for the achievement of predetermined goals. This is possible only through motivating the people, leading them properly and consulting human resource department for their requirements and guidance as and when need arises.

Generally, directing consists of three sub-functions. Vis. (i) Motivation — to motivate or to encourage the employees to work effectively and efficiently, (ii) Leadership — to guide, lead and direct the group towards the achievement of individual as well as organisational goals, and (iii) Communication — to establish the rapport among all the persons working in the organisation, through better exchange of ideas, views and opinions of such persons.

CONTROLLING: It refers to the process of reviewing the performance of the employees in the light of the targets of the plan. Any plan will be executed successfully only when it is controlled. If there is any deviation from the planned objectives, the manager puts things right by taking proper
corrective action. Human resource department assists in realising the employees' objectives by checking, analysing and reviewing various programmes, labour turnover records, morale - surveys, performance evaluation, conducting interviews, training and development programmes etc.

**CO-ORDINATION**: Co-ordination deals with balancing, timing and integrating the activities of all the concerned employees in each and every function performed by them for the unity of action in pursuit of common objectives to be achieved at proper time. This function takes place at all levels of organisation. Human resource policies, practices, rules and regulations, programmes, procedures etc. must be co-ordinated through the help of human resource department for the benefits of the total employees.

Reporting and Budgeting are also very essential functions of management, as reporting provides relevant information to higher authorities and by keeping files as well as important documents of the business transactions, whereas budgeting is the very important tool of controlling, which is needed and hence prepared by every organisation to minimise the costs and expenses.
After discussing the managerial functions, it is also very essential to go through the following operative functions of human resource management.

(b) Operative Functions:

Operative functions of human resource management are concerned with the activities specifically dealing with procuring, developing, compensating, integrating and maintaining an efficient workforce. These functions are also known as service functions, which are briefly discussed as under:

PROCUREMENT FUNCTION: To obtain right man at the right time on the right job is the essence of this function. It concerns with obtaining a proper kind and number of manpower necessary to accomplish an organisation's goals. It specifically deals with determination of manpower requirements, their recruitment, selection, placement and induction, promotions, transfers, lay-offs, discharge, and separation, etc.

DEVELOPMENT FUNCTION: It refers to the personal growth and development of employees by increasing their skills and knowledge through proper training, so that job performance can properly be achieved. Training is very essential to new employees pertaining to their jobs, as well as to give proper guidance and understanding regarding the company's
It also deals with the training for existed employees, and the development programmes for executives.

**COMPENSATION FUNCTION:** It is concerned with getting adequate and equitable remuneration by all the employees for their respective contributions to the attainment of organisational objectives. Under the category of this function, wage and salary administration, job analysis, job evaluation, job description, incentive and profit sharing plans etc. should be considered.

**INTEGRATION FUNCTION:** Integration refers here to the attempt to effect a reasonable reconciliation and individual, social and organisational interests. The most significant, yet difficult, of human resource management is to bring about an "integration" of human resources with organisation and to cope with inevitable conflicts that take place in any enterprise. Management activities that bring about a reasonable integration of human resources and the organisation objects are termed as human relations. Human relation programmes tend to decrease accidents, absenteeism, turnover, and operating errors, etc.

**MAINTENANCE FUNCTION:** It deals with sustaining and improving the conditions that have been established. Specific problems of maintaining the physical conditions of employees viz; health and safety measures and
employee service programmes are the responsibility of the human resource department. If all these are maintained people hardly leave the enterprise and therefore, a trained and permanent labour force can be maintained for the future expansion of the business unit. This function covers the benefits and services, working conditions and welfare facilities provided to employees. It also includes human resource research in its wide scope. It may be noted that the human resource management can not afford to lay greater emphasis on one and neglect the other major functions.

HUMAN RESOURCE MANAGEMENT FUNCTIONS IN INDIA: In our country labour legislation is considered as one of the important causes for the product of a human resource function. A Welfare Officer to be appointed should possess: (i) university degree, (ii) degree or diploma in social sciences in the area of social work or social welfare from any recognised institution; and (iii) adequate knowledge about the workers in the area where the factories, mines and plantations are situated. Labour Welfare Officers, appointed under the legislation, have to perform main functions, viz; (i) They have to supervise safety, health and welfare programmes and housing, recreation and sanitation services. It also includes to look-after working of joint committees as well as
grant of leave with wages, redressal of workers' grievances; (ii) Counselling workers on personal and family problems with the understanding of the rights and privileges and adjusting to work environment; (iii) Advising the management in the matters of formulating welfare policies, meeting statutory obligations to workers' education, their services and fringe benefits and apprenticeship training programmes; (iv) Establishing the rapport between the two important wings of an organisation, i.e., between management and employees for understanding various limitations they possess, to appreciate the need of harmonious industrial relations, to have a clear cut perception about the interpretation of company's policies, to know the workers' viewpoints on various matters, suggest measures for the well-being of workers etc., and (v) To appreciate the need of harmonious industrial relations in the plant and to improve the productivity and that of the productive efficiency of the enterprise.

Broadly speaking, if we go through the classifications of human resource functions, following are the few very important classifications given by some experts in the field.

Dale Yoder — a very popular expert in the field of human resource management has classified the principal activities of human resource management which can be
considered as important functions, a human resource department has to perform. They are as under:

1) Setting general and specific management policies for establishing and maintaining a suitable organisation for leadership and co-operation.

2) Collective bargaining, contract negotiations, contract administration and grievances.

3) Staffing the organisation, finding, getting and holding prescribed types and number of workers.

4) Aiding the self-development of employees at all levels, providing opportunities for human resource development and growth as well as for requisite skill and experience.

5) Reviewing and auditing manpower management.

6) Industrial relations research work.

7) Incentivating, developing and maintaining motivation for work.

While the Indian Institute of Personnel Management has classified the functions of human resource management as under:

1) Improvement of industrial relations.

2) Promotion of joint consultation.

3) To help management to formulate a labour policy and improving communication between labour and management.

4) Advising the management on the fulfilment of statutory obligations relating to safety, health and welfare of the employees.
5) Improving factory amenities and welfare provisions, and
6) Advising the management on the training and further education of employees.15

Finally, the overall understanding of the human resource management in its very wide scope can be well understood from the below given diagrammatical presentation of major functions and sub-functions of human resource management. (Vide: Page No.30).

POLICIES

Policy is a very common word used at everywhere, but possesses very much importance in the pursuance of each goal irrespective of person, organisation and institution. It governs the activities undertaken by each employee at work, therefore, we must know the meaning, nature and coverage of the human resource management policies. Let us start with the words of Flippo, "A policy is a man-made rule of predetermined course of action that is established to guide the performance of work towards the organisation objectives. It is a type of standing plan that serves to guide subordinates in the execution of their tasks."16 While according to Calhoon, "human resource policies constitute the guides to action. They furnish the general standards or bases on which decisions are reached. Their
HUMAN RESOURCE MANAGEMENT FUNCTIONS

INTERNAL FUNCTIONS

MANAGERIAL FUNCTIONS

DIRECTING FUNCTION

CONTROLLING FUNCTION

COORDINATION FUNCTION

FUNCTION

PROCUREMENT FUNCTION

FUNCTION

DEVELOPMENT FUNCTION

FUNCTION

INTEGRATION FUNCTION

FUNCTION

COMPENSATION FUNCTION

FUNCTION

MAINTENANCE FUNCTION

FUNCTION

OPERATIVE FUNCTIONS

PLANNING FUNCTION

FUNCTION

ORGANISING FUNCTION

FUNCTION
genesis lies in an organisation's values, philosophy, concepts and principles."17

Objectives:
The human resource policies are required in any organisation for the following reasons —
1) It helps to fulfil or to carry out the main objectives of an organisation.
2) To secure co-operation from the employees to attain the objectives of the organisation.
3) To provide an adequate, competent and trained manpower for all levels and types of management.
4) To recognise the role of trade unions.
5) To protect the common interests of all the parties in an enterprise.
6) To create mutual faith and avoid confusion and misunderstanding among those who are working in an organisation.
7) To give the employment security to the workers.
8) To recognise the work of employees by offering them non-monetary incentives.
9) To create the sense of responsibility and to improve the efficiency of employees.
10) To provide for the payment of fair and adequate wages and salaries to workers so that their morale and efficiency may be ensured for efficient working of the organisation.
Types of Policies:

Policies are of various types. So far as the view point of Michael J. Jucius is concerned, he identifies two types of policies, viz: (i) functional or organisational groupings of policies; and (ii) the centralised policies.18

The organisational grouping of policies are grouped for different categories of human resources. i.e., for the management concerned with the various functions like procuring, developing and utilising manpower. On the other hand, centralised policies are for companies with several locations, and these policies are generally designed at the head office and implemented throughout the organisation.

Similarly, policies may also be classified as major and minor. Where major policies are set up by board of directors, pertaining to the objectives, procedures and control, the minor policies include the relationships in a part of an organisation with considerable emphasis on details and procedures.

Coverage of the Policies:

The coverage of the human resource policies depends upon the practices of human resource department in assisting the overall management to manage and organise the entire structure of the business unit. However, it varies from organisation to organisation.
Economic and social conditions affecting at a particular circumstances, the attitudes, philosophy, ideals, etc. held by top level management are some of the factors that determine the coverages of unit-wise policies. They also differ with changes in public opinion, area and regional customs and traditions, the labour and industrial policies of the State and Central governments, the influence of trade unions, national agreements between representatives of employers, managers, employees and government. Though, it is essential for every organisation to frame proper human resource policies, it is not possible for any organisation to have policies which cover every type of contingencies, because usually new questions arise time to time for which no policies exist. In such cases, it has to work without policies until it frames them.

In the opinion of National Industrial Conference Board of U.S.A., following matters should be included in human resource policy:

1) Historical background with the growth of the company.

2) Employment practices and its scenario - qualifications, physical examination, methods of wage payment and pay period hours of work, overtime work, basis of promotion, seniority rights, lay-offs, discharge etc.
3) Grievance redressal procedure.
4) Rules and regulations for safety and employees' responsibilities at work.
5) General policies like - employee identification, checking of tools, procedure for getting pay, absence, leave of absence, change of address etc.
6) Need for co-operation between management, human resource and mutuality of interests.
7) Employee financial aids with reference to savings, loans, credit co-operatives, group-insurance, profit sharing, bonus plans, incentive plans etc.
8) Educational opportunities like training facilities and provisions for factory schools.
9) Communication media and suggestion system.
10) Health and hospitalisation i.e., medical, health and safety services and programmes.
11) Sickness, death and maternity benefits or allowances, vacation with pay etc.
12) Social security and other kinds of compensation and unemployment and accident compensation, provident funds, pension, gratuity, etc.
13) Collective bargaining, garnishments, public relations and labour-management relations with union - management co-operation.
14) Procedures for disseminating information on company policies.
15) Prohibited activities like smoking, gambling, imbibing liquor and soliciting on company premises as well as during working hours.

Simultaneously, it is also to be noted that in India, the human resource policies cover the following:

(a) Recruitment or hiring of employees — which consist of — (i) whether recruitment needed, (ii) how much manpower required and at what levels, (iii) selection procedure, (iv) age limits for employment, (v) marital status, minority groups, SC/ST, women workers etc., (vi) pre-employment medical check-up, (vii) establishing order of preferences, (viii) induction and placement etc.

(b) Policy of human resource planning and development — which covers — (i) work study, job evaluation; (ii) recruitment and selection techniques; (iii) identifying training needs and preparing training programmes; and (iv) opportunities for self-development and advancement in organisation.

(c) Policy on terms and conditions of employment. It refers to the terms such as hours of work, overtime, shift-working, lay-off, termination of services, wage policy, payment methods, pay period, job evaluation, etc.
(d) Policy on industrial relations, which in broad terms, considers — (i) whether to recognise trade unions and conditions of recognition, (ii) collective bargaining, (iii) grievance handling procedure, and (iv) workers' participation in management, etc.

(e) Policy on communication with employees at all levels, covers — (i) suggestion system; (ii) formal or informal meetings between top management and junior management.

**SCOPE**

The scope of human resource management has changed since last few decades. At present it encompasses almost all the areas of activities, due to its vital utility in managing human resources. Regarding its changing scope, Sikula has rightly pointed out that "the changes definitely are taking place in human resource management. Some human resource management sub-functions seem to be breaking away from human resource management, others seem to be new sub-areas, while others seem to be changing only in terms of their relative emphasis and degree of importance." We can say that the effects of changes depend on the size of an organisation, the managerial human resource philosophies, the growing importance of the new functions, employee needs and societal concerns.
With the changing scope of human resource management, employee training, executive development and human resource research have become increasingly important, while on the other hand, the significance of performance appraisal, wage and salary administration have somewhat declined in terms of their relative emphasis. However, the employee benefits and services, employees' health and their safety have always been important to the human resource department. But, human resource planning, organisational change and its planning, changes in human attitudes and behaviour and its impacts on and problems of staff officers are some of the new areas for human resource management.

Following are some of the reasons for which human resource manager has to play his dynamic roles in performing his functions:

1) Increasing unionisation among the work force, and their commanding strength to demand greater participation in the decision-making process.

2) Government's intervention through the workers' participation in management schemes to balance the interests and rights of the participants.

3) Technical revolution, which has adverse effect on the interests and occupational mobility of the workers.
4) The emerging need for strategic human resource planning due to the changes in the nature of jobs and therefore skills to be applied on jobs.

5) Innovations, discoveries and research and development in the areas of human resource activities have changed the functioning of organisations and individuals.

**FUTURE ROLES OF HUMAN RESOURCE MANAGERS**

Future always remains uncertain but human brain, which is more than the Great Super Computer, predicts the opportunities to be taken place in future, and accordingly one has to play different roles for the job accomplishment. Human resource manager is not an exception to this. In the context of this, Bergey and Slover, on the basis of their detailed study, noted that the future manager will be more knowledgeable about the people. In their opinion, the future manager will be better grounded in social sciences, world affairs, and the humanities in general. Human resource manager will effectively integrate the techniques of information technology with the human resources available to him. These managers will need different types of skill, e.g., analytical decision-making, technical understanding, interpersonal relations, leadership abilities and at some extent the co-ordinative skills and abilities.
Future managers should develop the ability of perception towards themselves, their superiors and subordinates. Such managers must be open-minded and receptive to new-ideas, new operational techniques and innovations. They should have the tact to know how to lead group efforts, how to counsel with individuals and how to be a good listeners. They should put more emphasis on positive motivation i.e. on helping people achieve personal goals in line with achieving the organisational objectives.

The human resource staff must also seek opportunities to be heavily involved human resource planning, initial selection, decisions for promotion, transfer, replacement and career planning etc. They should also fulfil other functions like, "training for change", "systems counselling", "developing new incentives" — and "building collaborative problem-solving teams." The future roles of human resource manager will be influenced by the following factors:

1) His prudentiality and ability to see the future in terms of changes in the human behaviour and attitudes.
2) The work to be performed by him in new scientific era with the adjustment to the new technology.

3) The preparedness of the top level management to delegate him proper authority for the co-operative or service functions.

4) The way in which he relates with his superiors, subordinates and peers.

5) The willingness regarding the training to be given to his new members for the entire organisation as a whole and specifically to his own department.

6) His preparedness to accept the responsibility for performing assigned jobs and duties as one of the senior executives of the enterprise.

7) To understand the significance of researches in the field of human resource management and to prepare and execute the schemes and programmes accordingly.
FOOTNOTES


8. Shaldon, Oliver., Philosophy of Management, 1923, p.27.


