CHAPTER - 01
INTRODUCTION
H.R.M. APPROACH TO PERSONNEL MANAGEMENT:-

Human Resource Management (HRM) is one of the basic and critical areas of enterprise management. This branch of management is more significant in comparison to the other areas such as production, finance, material and marketing etc as it is concerned with managing men, the sensitive, dynamic and complex element necessary for activating the other inputs or factors of production such as money, machine, material and enterprise.

All exclusives in any organization by whatever name called and performing whatever duties are basically human resource managers, as they have to direct and motivate the employees working under them. Out of these distinct skills that is the technical skills (the person’s knowledge and proficiency to handle production/technical process) the human or inter-personal skill (the person’s ability to interact effectively with people for work related matters) and the conceptual skill (the person’s ability to draw long range planning, abstractions etc.) necessary required by an executive for effective organizational management, the human or inter-personal skill is common to all the executives of the any enterprise till the executives, therefore in any organization must understand very clearly the ‘System or Integrated Approach’ to the H.R.M. as distinct from “Traditional Personnel Management Approach” in order to achieve the enterprise objectives through successfully integrating the organizational needs with the employees needs.
H.R.M. is a system of developing in a continuous and planned way the competencies of individual employee’s dynamic group’s (superior and subordinate), teams and the total organization to achieve organizational goals. It maximizes the consequences between the individual and organizational goals of employees and develops an organizational culture in which superior-subordinate relationships, teamwork and collaboration among various units become strong and contribute to the professional well-being motivation and pride of the employees.

H.R.M. is a systematic process of training and growth by which human resource gain and apply skills, knowledge, attitude and insight to manage team work in their organization efficiently and effectively. Thus any process for improving the effectiveness of human resource through education and training is Human Resource Management. Thus, Human Resource Management is concerned with the development of human resources in an organization, helping them to acquire new capabilities required for the achievement of the corporate as well as individual goals.

H.R.M. believes that individual in an organization have unlimited potentials for growth and development and that their potentials can be develop and multiplied through appropriate and systematic efforts given the opportunities and by providing the right type of climate in the organization, individuals can be helped to give full expression of their potentials contributing to the achievement of the goals of the organization and thereby ensuring optimization of human resources.
PERSONNEL MANAGEMENT APPROACH Vs SYSTEM APPROACH TO THE H.R.M.: 

The traditional "Personnel Management Approach" also known as "Instrumentality Approach": "Mechanistic Approach" or Theory X approach of MC Gregor’ makes sporadic and unorganized efforts at improving the management of people at work. It includes the traditional manpower activities of recruitment and selection, training and development wage and salary administration matters relating to industrial relations and rules and regulation for maintaining discipline in a reactive manner. It considers human beings as tools or instruments to get the work done. The following are the major assumption of the “Personnel Management Approach”:

1) That personnel function is an independent function.
2) That these are several sub-functions under the personnel function.
3) That the main task of personnel function is to respond effectively to the demands (reactive role).
4) That personnel apartment has the role responsibility for personnel matters and,
5) That people in organizations are motivated mainly by salary and other economic considerations.

On the other hand the new approach what is called the, 'System Approach' or the “Integrated Approach” or the ‘Behavioral Approach’ regards or considers human beings as the primary assets of any organization. Human beings, according to this approach are not treated either as 'tools' or the necessary evils to be reckoned with. This approach also does not like human beings to be
called as ‘resources’ (rather valuable assets) and believes that human beings can contribute a great deal to the achievement of the organizational goals.

It further believes that is the responsibility of the top management to create a climate of development and make the place of work enjoyable so that people may give their best for the organization along with the sense of satisfaction and growth.

The following are the major assumptions of the ‘System Approach’ to the H.R.M.

1) That the H.R.M. is the central sub-system of the total organizational system.

2) That the H.R.M. is an organic whole and all parts are interlinked or integrated.

3) That the main task of the H.R.M. is to develop enabling capabilities (proactive role) and,

4) That all the executives in the organization share the responsibility of the H.R.M. and that people are primarily motivated by challenges and opportunity for development and creativity.

HRM MODEL:-

Thus keeping in view the aforesaid assumptions, the ‘H.R.M. Approach’ or ‘System Approach’ formulates the following model for manpower management. It may be emphasized here that before taking any decision regarding human resources all the factors - the employees, the jobs they are performing the organization, the external environment and the desired results are considered. The model implies that—
1) Human resource objectives are derived based on the data on the organizational conditions such as objectives, strategies and financial situation.

2) Data on the current behaviour and problems of employees are considered.

3) The external environment is scanned to access its influences.

4) Based on the aforesaid stages, a set of Human Resource activities are formulated which aims to improve the effectiveness of human resources assessed by human resource outcome and organizational outcome.

OBJECTIVE OF THE STUDY:-

The present study aims at examining the various human resource management in Indo-gulf.

To be specific the following are the objectives of the present study.

1) To examine the human resource planning and forecast of manpower requirement in Indo-gulf.

2) To analyze the recruitment and selection practices with emphasis on fresh introduction of officers and supervisors in Indo-gulf.

3) To find out the campus wise selection of executives, engineers and supervisors made by Indo-gulf from various educational institutions of repute.

4) To find the various training scheme and development programme for human resources management in Indo-gulf.

5) To find the various managerial and supervisory developmental programmes and training facilities are arranged by Indo-gulf at external institutes for its human reservoir.
6) To examine the various information techniques and library facilities available for keeping knowledge dimension in the field of computer Internet.

7) To examine the right sizing practices in Indo-gulf both the sectors to achieve optimal human resource efficiency and to forecast the future manpower strategy of Indo-gulf.

8) To study and analyze in depth the Human Resource Management policies and procedures.

9) To evaluate the overall suggestions for the improvement and development of the industries.

HYPOTHESIS:

In the light of the aforesaid objectives and on the basis of the preliminary survey and the study the following hypothesis were framed for the sake of the present study.

1) That the H.R.M. function has received as much attention in the Indo-gulf as it ought to have received.

2) That the Human Resource Planning (HRP) activity in the Indo-gulf has received sufficient attention of the Indo-gulf Management.

3) That the procurement policy and procedures of the Indo-gulf are well evolved and these are in position to attract, select and retain the best of the human resources of different categories required by the organization.

4) That the due emphasis is laid in the Indo-gulf on training and developing the human resources of different types.

5) That the industrial relations situation in the Indo-gulf is very cordial and peaceful.
PLAN OF THE STUDY:


SCOPE OF THE STUDY: -

The present study is an attempt to integrate the various advantages and benefits in the Human Resource Management concepts and practices that have been taken from last century. Experiences from private and public sector organizations are to be analyzed to illustrate the advances of Human Resource Management practices in general and in Indo-gulf.

RESEARCH METHODOLOGY: -

The study examines the principal dimension of HRM such as planning, recruitment, selection, training and development and information and library available for HRM practices prevailing in Indo-gulf to the executives of all categories.

The study covers normally a 10 years period. The selection of period normally governed by considerations of convenience and availability of data from Indo-gulf. Moreover the purpose of the study is basically to evaluate the HRM practices in Indo-gulf in recent years and as such the 10 years period is considered for the purpose.

The study is mainly based on the secondary data collection from the official and non-official sources in Indo-gulf. Data
are to be collected from offices of HRM Personnel, Human Resource Services and the developmental institutions of Indo-gulf. To supplement the secondary data we have also incorporated the views of the executives and supervisors belonging to different departments and division of the Indo-gulf.

LIMITATIONS OF THE STUDY:-

It has been observed that the time and resources constraints usually do not permit the researcher to include all dimensions of the subjects in one single research study. This observation has also been true the context of present research undertaking and it suffers from certain inherent limitations. As started earlier, that to examine & study the policies, practices & problems pertaining to various spheres of human resources management only one private sector unit i.e. Indo-gulf, Jagdishpur has been included. It is in this light one may observe that the indusion of the unit has not facilitated the comparison. In my opinion the findings of the research would have been more fruitful and useful of more than one private sector undertakings had been included in the preview of the research. However it may be said with confidence that instead of above mentioned inherent limitations, the present study does not lose of its significance.

Further during the course of collection of data, the researcher found that it difficult to obtain certain useful and relevant data from the organization, owing to non-availability /non-supply of some of the relevant data / some weaknesses/ limitations are likely to creep in the main corpus of the study.
SIGNIFICANCE OF THE STUDY: -

The present study which has been undertaken with the object of presenting an overall view of the HRM practices and the Industrial Relation situation in the Indian Industries in general and the Indo-gulf in particular is of great significance for all such segments who are in one way or the other related with the Indian Industries as their human resources in broad sense of the term that is the shareholders or owners, management, debenture holders, suppliers, customers, trade-union organization and their leaders and above all employees of the organization. An unbiased and objective appraisal of the working of such undertakings in India would reveal that the majority of these enterprises in Indian industrial areas are subjected to the vicious circle of low morale of employees, low productivity, low production and turnover, low profit and high personnel cost. The Indian Industries are supposed to control the commanding heights of the national economy, must show effective results on the front of production, sales, employment conditions, rapid industrialization and economic development of the country and above all its socio-economic transformation.

Adoption of the unscientific mechanistic approach to the manpower management is totally failing in meeting the present day manpower expectation and challenges and lack of professionally.

ROLE OF PRIVATE AND PUBLIC SECTOR IN INDIAN ECONOMY: -

Considering the demand of the situation, in the post-independence period., public sector was assigned a greater role in the
industrial development of our economy. Development of heavy and basic industries is very essential for creating a strong industrial base in the country. Heavy industries require high investment and they have long gestation period but low profitability. Hence these industries do not find favour with the private sector.

Therefore, government must come forward to set up such industries in the public sector. Besides this public sector could also help in the redistribution of income and prevention of concentration of economic power and exploitation. The expansion of public sector industries is also necessary to ensure a balanced regional growth. A major portion of public sector investment was directed towards backward states. Growth of public was also designed to offer competition to the private sector and also for assuming the commanding heights for economy with new to building up the socialistic pattern of society in India. Accordingly, the 1956 Industrial policy emphasized that the state must play a progressive role in the development of industries in the economy.

The public sector had thus been designed to play a significant role in India’s industrial development. It was through the public sector that the government could help, promote, guide and control the economy to attain its social and economic goals. Private sector was supposed to play a secondary and complementary role to the public sector. After independence public sector industries have made remarkable contribution in the development of Indian economy. Public sector has been playing a very important factor in the expanding and strengthening the industrial structure of the economy. It has made large investments in the basic and capital goods industries like iron and steel,
aluminum, tools machinery, electrical engineering, chemical fertilizers, cements etc.

Public sector has provided a modern technological base for a large segment of the industrial economy of the country. It has also contributed in the direction of import substitution export earning and social sphere. The public sector was originally conceived as holding the commanding heights of the economy and leading technological advantage. It was intended to generate invertible surpluses and economic an engine for self-reliant growth.

The public sector has contributed significantly to the diversification of India’s industrial structure. The 1956 resolution divided the industries into three categories. First category included 17 industries whose development would be the exclusive responsibility of the state. 12 industries were included in the second category. Industries belonging to second category were to be progressively state-owned and new enterprises would be set up by the state. In this category & private sector would be expected only to supplement the effort of the state. All remaining industries were included in the third category. These industries were left open to the private sector. This development was to open on the initiative and enterprise of the private sector through even here the state could start any industry in which it was interested.
REFERENCES:-