3.1 Introduction
Human Resource Management is a part of the management process which is primarily concerned with human constituents of an organisation, so as to achieve objectives of the organisation and potential of employees. Growth of the organisations can partly be stopped or hampered because they can’t maintain an efficient and enthusiastic viz. planning, and organising, staffing, leading and controlling human resources functions. Like-wise the procurement, development, compensation, integration and maintenance of human factor in the in the organisation is highly important for organisation’s success. All these function are part of HRM. This can be seen from the success of Japanese companies as they treat their employ as most valuable assets. According to Ivancevich and Glueck, “Human resource management is the function performed in the organisations that facilitates the most effective use of people (employees) to achieve organisational and individual goals.”

3.2 Objective of HRM
The main objectives of human resource management are:

a) To creates and utilize motivated workforce to contribute to strategic business goals.

b) To acquires right men at right jobs at right time in right number.

c) To train and develop the procured people adequately.

d) To compensate and reward them appropriately.

e) To motivate, satisfy and maintain high morale of employees.

f) To ensure respect to these employees and establish harmonious relations.

g) To integrate them into the organisation by achieving employees and organisation goals.

h) To develop value-based organisation culture towards organisation development and high performance.

i) HRM seeks to manage change to the mutual advantage of individuals, groups, the organisation and society.

j) To develop and maintain a quality of work life (QWL) which makes employment in organisation a desirable and social situation.

k) Maximum individual development, desirable working relationship and effective utilization of human resources are the primary goal of HRM.

l) Management has to create a conductive environment and provide necessary prerequisites for the attainment of the objective of HRM.
3.3 Scope of HRM

The scope of Human Resource Management is indeed vast. All major activities in the working life of an employee—from the time of his entry into an organisation until he leave the organisation come under the preview of Human Resource Management.

a) Human Resource Management embraces a vast field of activities. The scope of HRM is so wide and varied that the HR department and the personnel executive typically perform a variety of roles in accordance with the need of a situation.

b) The HR manager plays multiple roles like the role of a researcher, role of a counselor, role of mediator, role of peace-maker, role of problem solver etc.

c) The functional area of Human Resource Management as outlined by Northcott are (I) Employment; (ii) Selection and Training; (iii) employees; (iv) Wages; (v) Industrial relations; (vi) Health and Safety and (vii) Education.

d) The human resource executives play an important role in the business organisation. They not only help in determining the rules of the organisation, but also play a powerful role in interpreting and applying the rules of the system itself.

e) They are expected to enjoy the confidence of both the management and employees so crucial to the efficient and effective operation of the business organisation.

3.4 Requirement to setup organisation

Human Resource Management involves developing applying and evaluating policies, procedures, methods and programs relating to the individual in the organisation. Like other branches of management, it seeks to achieve both task and maintenance goals of the organisation, but it focus is on human resources rather than on financial or material ones.

To achieve the task and goals of the organisation, Human Resource Management is categorized into three different functions as in (Figure 3.1). The three different functions are personal management, Human Resource Development and Industrial relations.

The various function included in the organisation set-up of HRM are as –

1. Recruitment of Labor, Selection and Placement.
2. Job analysis, manpower planning, recruitment process and evaluation of work.
3. Compensation and schemes of appraisal work.
4. Keeping records of personal.
5. Welfare programs
6. Training and educational programmers and their evaluation.
7. Motivational Development, Team building attitude and leadership styles.
8. Labor relations, public relations, Grievance Handling, Awareness of labor laws.

**Figure 3.1:** Organisation set-up of HRM

The function of the Human Resource Management can be studied under three heads, viz., (a) Managerial function (b) Operative functions, and (c) Advisory function as shown.
### 3.4.1 Management functions:

The human resource manager is basically a manager and as such he must perform the basic functions of management in addition to his operative functions. Such managerial functions are as follows:

**I. Planning:**

Planning is the determination of anything in advance. It involves setting up of goals and objectives, laying down HR policies, procedures, programmed, formulation of standards of evaluation and chalking out programmes for attaining the desired goals of organisation. The HR manager has to be expert in the field of human resource planning.

**II. Organising:**

After HR plans and programmes have been developed and course of action determined, organizing is next in order. The process of organisation is essential for accomplishing the objectives of the enterprises. Organizing involves the establishment of an organisation structure through determination and grouping activities, the
assignment of activities to the specified individuals, defining roles, establishing relationships, the delegation of authority to carry out the responsibility and provision of coordination of men and work.

III. Directing:
Having a plan and an organisation to execute it, the next step is getting the jobs done. As the process of management is concerned with getting work done through and with people, they require proper motivation. HR manager is required to lead, guide, motivate, supervise, communicate, and inspire his staff towards improved performance. The HR manager has to possess exceptional expertise in this regard.

IV. Controlling:
HR manager has two important things in the process of control: (i) a comparison of actual performance as against standards, and (ii) taking corrective actions. The HR manager ensures that the enterprise is carrying out the personal programmed on the desired lines and if necessary, takes corrective steps.

V. Innovation:
Needless to mention that the management is a creative task. The organisation cannot accomplish its desired objectives unless it brings novelty in its product, practices, ideas, etc. through the function of innovation; the organisation prepares itself to face new challenges. We do not live in the past but in future. Hence the organisation should prepare to face new challenges whether in technical, economic or any other related fields and be also being in a position to give new directions.

A HR manager is to be innovative because, only then he can be successful in accomplishing the desired objectives of the personnel programmed. He is required to introduce new ideas and practices and prepare his personnel to face new challenges.

VI. Representation:
The human resource management is, therefore required to frame such personnel programmes and policies as may create a good image of the management and the organisation in the eyes of the employees, trade unions, government and society.

VII. Coordination:
The Human Resource Manager is supposed to bring about coordination in its various activities and resources. It has to ensure harmony between individuals and organisation’s goals and making the individuals see how their jobs contribute towards the accomplishment of the dominant goals of the enterprise. He has to make the personnel know and understand the objectives of the organisation.
VIII. Decision-making:
The Human Resource Manager can enhance programmed effectiveness through a more judicious decision-making process. He should first identify a personnel problem that calls for action. It needs experience, background and alertness. Then the personnel manager is required to determine possible alternative solutions. Ultimately the personnel manager is to make a decision for the solution of the problem. He must see that his choice of decision should be as acceptable to the employees as possible. At times, acceptance of a programmed is important than the technical quality of the programmed.

3.4.2 Operative Function
Operative function in case of HR management arise out of the fact that the required manpower has to be procured, developed, compensated, integrated and maintained. Operative functions of the human resource management are as follows:

1. Procurement of Personnel
It is concerned with the obtaining of proper kind and right number of personnel at the right time so that the organisational goals could be easily accomplished. It deals specially with such activities as manpower planning, recruitment and selection, induction and placement at the right job.

2. Development of Personnel
Having obtained personnel, the next step is to develop them. Due to rapid changes in technology, the realignment of jobs and ever growing complexities, training and development programmers are unavoidable; otherwise the enterprise cannot complete with other organisations. Obviously, the HR manager is required to assess the needs of training and development at different levels of workers, supervisors and managers; plan and prepare training and development programmers for different followed by evaluation of results; and making suggestions.

3. Compensation
Compensation function involves the payment of adequate and equitable remuneration to the employees for their contribution towards the accomplishment of objectives of the enterprise. The compensation function includes such things as job evaluation, wage policies, wage systems, incentive and premium plans, bonus policy, etc. as monetary income plays an important role to fulfill the physiological and some of the psychological needs, it proves highly morale booster.
4. Maintenance of Personnel
This function involves maintenance of physical conditions and positive attitudes of employees towards the enterprise. Similarly, the HR manager is to arrange for safety measures both for the personnel and the organisation especially against fire, theft and sabotage, etc. the HR manager is also required to chalk out effective welfare plans. Maintenance function also requires research on personnel policy and practices to ensure betterment in future.

5. Integration
Having procured, developed, and adequately compensated the personnel, there comes the problem of integration of organisational interests. Integration, thus, refers to prevention of conflicting interests so as to keep harmonious relation between the management and the employees. This function primarily emphasizes on free flow of communication, grievance handing and maintaining discipline in the organisation. Thus a HR manager is required to prepare rules and code of conduct, administer disciplinary measures, use effectively the existing machinery for prevention and settlement of disputes and grievances, arrange for employee counseling, encourage collective bargaining, etc. The ultimate objective of all the functions, both managerial and operative is to attain the objectives of the enterprise.

3.4.3 Advisory functions
a) Strategic partner in achieving goals of the organisation by creating team work, collaborative and introducing change.
b) Advice to top management on HR issues.
c) Developing collaboration with departmental heads.
d) The role of HRM to the enterprise level is great as it achieves its goals more efficiently and effectively.
e) HRM also contributes to professional growth of employees.
f) HRM plays a vital role in the development of a nation and society at large.
g) Effective management of human resources helps to speed up the process of economic growth which in turn leads to higher standard of living and fuller employment.

3.5 HRM and Managers
HRM is the concern of all the managers in the organisation. Challenge is to strengthen the capacity to shoulder the responsibility:
a) All employees report to line manager. Various personal functions are carried out by all manager/executives, such as performance appraisals, rewards, discipline, punishments, promotion, selection, industrial relations in workplace, etc.

b) People at working level are responsible to line managers and they have to look after them. This is conducive for building confidence of employees in the line management. Delegation of authority is also given to line managers for taking decision on personal matters.

c) Manager has great role to play in industrial relation. He has to know how his men are aligned with unions and maintain a balance.

d) Manager has to guard against wasteful practices. So common challenge of HRM is to see that effectiveness of managers to fulfill their responsibilities is properly supported. Strengthening the capacity of manager to undertake these functions is important task.

e) HRM has to strengthen relationship between the worker and his boss. Build confidence of employees in line managers.

f) HRM has to provide support and advice on personnel matter to line manager.

3.6 Role of staff

It is said that HRM is a line manager’s responsibility but a staff function. Since management is getting things done through and with people, responsibility of managing people rests with the line managers. The HR department provides specialized advice, assistance and information to line executives so that they may concentrate on their respective functions.

The staff role of HR departments in relation to other departments may be analyzed as follows:

a) Policy formulation:

b) HR departments assist and counsel other departments in policy formulation. It is prepares programmes concerning, recruitments selection, training, appraisal etc. of employees in consultation with other departments.

c) Advising:

d) The HR departments advises all other departments in areas relating, etc. the departments acts in an advisory capacity offering suggestions.

e) Assistance and service:

f) The HR departments provides secretarial and executive support service like securing and scrutinizing application, conducting tests and interviews,
arranging orientation and training, etc. It helps in developing collaboration between managements and trades unions.

g) Monitoring and control:

h) The HR departments evaluate actual performance in the light of established personal policies and procedure and suggest appropriate corrective actions whenever necessary. The department conducts personnel policies and programmes.

3.7 Evolution and structure of HRM

3.7.1 Structure of HRM

The internal organisation structure of the HRM department varies widely depending upon the nature and size of enterprise, its management philosophy. In a medium size firm HRM departments may consists of personal manager, personal officer and a few assistants. But in large company HRM department may consist of several functionaries as illustrated in next table.

1. HRM Department in Line Organisation

In line authority flow in straight line from top to bottom of the organisations. Every superior has direct command over his immediate subordinate. Every employee is accountable to one superior i.e. there is unity of command. The authority relationships are clear and there is strict discipline. But there is lack of specialization and flexibility.
II. HR Department in Function Organisation

In functional structure all activity in the company are grouped according to certain function like production, marketing, finance and personnel. Each function is put under the charge of functional specialist. Each functional head performs a specialized function for the entire departments and every employee reports to several functional heads.

III. Personnel Department in Divisionalised Organisation

In a divisional organisation structure, personnel staffs are attached to divisional heads. The personnel officer at divisional level is responsible to the local divisional manager. He is subordinate to the personnel manager at the head office. In case of rift between
personnel officer and divisional manager, the problem can be solved at the head office.

The main advantage of divisionalisation is that the HR issues of employees can be sorted out expeditiously in the division itself. It brings better HRM services to employees.

**Figure 3.4:** Divisional structure of HRM.

IV. **Personnel department in Matrix organisation structure**

In a matrix organisation structure, every employee has two superiors. One chain of command is functional head and the other is the project head. A personnel officer, for instance, is accountable to the personnel manager (vertical dimension) and to the project manager (horizontal dimension). In large organisation employees from various functional departments are from time to time assigned to one or more projects. On completion of the project these employees revert back to their respective departments until the next assignment to project.
The main advantage of matrix structure is that better balance between cost and performance can be maintained. Matrix organisation is very flexible and can respond quickly to project needs and customer desires. Specialized knowledge is available to all projects. But matrix structure violates the unity of command principle. Employees have to report to two bosses—functional head and project manager. Due to heterogeneous nature of project teams, there are possibilities of conflict.

Matrix structure is suitable when organisational tasks are uncertain, complex and highly interdependent or an organisation has to cope with more than one critical sector, e.g., functions, projects.

(v) Line and staff organisation:
Line and staff structure was evolved to combine the advantages of both line organisation and functional organisation. Under it staff positions are attached to line executives. Personnel department provides advice and assistance on personnel matters to all departments without undermining unity of command.

Line and staff organisation is more suitable for large enterprises. Line executives can avail of the expert advice and help of staff. But there can be conflicts between line manager and staff experts.
Table 3.1: Personnel Management Responsibilities (line and staff).

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Line Manager’s Responsibilities</th>
<th>Personnel Department’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Placing the right man on the right jobs.</td>
<td>Advising and assisting line managers inhering, training, appraising and firing employees at all levels (staff or service function.)</td>
</tr>
<tr>
<td>3.</td>
<td>Training employees on-the-job</td>
<td>Ensuring that the various labour laws are duly complied with.</td>
</tr>
<tr>
<td>4.</td>
<td>Developing co-operative relationship different in the organisation.</td>
<td>Co-coordinating personnel activities of departments</td>
</tr>
<tr>
<td>5.</td>
<td>Interpreting the company’s Policies and procedures.</td>
<td>Nil</td>
</tr>
<tr>
<td>6.</td>
<td>Developing potential of every employee</td>
<td>Nil</td>
</tr>
<tr>
<td>7.</td>
<td>Controlling labour costs.</td>
<td>Nil</td>
</tr>
<tr>
<td>8.</td>
<td>Developing high morale.</td>
<td>Nil</td>
</tr>
</tbody>
</table>

(Source: field survey)

3.7.2 Evolution of HRM in India:

The brief history of evolution of HMR in India can be explained as under –

i) Evolution of HRM in India:

Growth of HRM in India, or the origin of human resource management can be traced concern for welfare of factory workers during the 1920s. The royal commission on labour recommended in 1931 the appointment of labour officers in order to protect the workers from the evils of jobbery and indebtedness, to check corrupt practices in recruitment and selection in India industry, to act as a spokesman of labour and to promote an amicable settlement between the workers and management.
a) Welfare officer was concerned mainly with the recruitment and welfare of workers. After independence, the Factories Act, 1948 made it mandatory for factories employing 500 or more workers to appoint welfare officers. The Act also prescribed the qualification and duties of welfare officers.

b) The appointment of welfare remained by - and- large symbolic, to satisfy statutory requirements. The welfare officers mainly play a policing and fire – fighting role, i.e., assisting the factory in maintaining industrial discipline. They became an appendage to the industrial system. With rising expectations the welfare needs of the working class increased.

c) As trade union movement gathered momentum in the country, industrial relations became the major task. Two professional bodies, viz. the Indian institute of personnel management (IIPM), Calcutta and the national Institute of labour management (NILM), Bombay were established during the 1950s.

d) During the 1960s, the personnel function winded beyond the welfare aspect. There major areas of practice, viz., labour welfare, industrial relations and personnel administration emerged as the complimentary parts of personnel administration emerged as the complimentary parts of personnel management.

e) Rapid industrialization and the opening of public sector during the five year plans accelerated the growth of personnel management and professionalization of management.

f) In the 1970s concern for welfare shifted towards higher efficiency. A change in professional values of personnel managers was visible. During the 1980s due to new technology and other environmental changes, human resources development (HRD) became a major issue. The two professional bodies IIPM and NILM were merged to form National Institute of Personnel management (NIPM) at Calcutta.

g) During the 1990s the overwhelming role of human factor in industry has been realized. Growing awareness about the significance of human side of organisation has led to the development of human values and a philosophical (HRM) as a distinct discipline. Focus on human values and a philosophical approach, are likely to provide this discipline the status of a profession.

h) Thus, the personnel function in India has grown through several stages, e.g. labour welfare, industrial relations, labour administration, personnel management and finally human resource development and strategic HRM.
(ii) Is HRM a Profession?

With the passage of time, HRM has emerged as a distinct discipline. Before analyzing whether it is profession or not it is necessary to identify the essential attributes of a profession. The main characteristics of a profession are as follows:

### Table 3.2: Evolution of HRM in India.

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Period</th>
<th>Development</th>
<th>Outlook</th>
<th>Focus</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1920 - 40</td>
<td>Beginning</td>
<td>Legalistic</td>
<td>Statutory welfare</td>
<td>Clerical</td>
</tr>
<tr>
<td>2.</td>
<td>1940 - 70</td>
<td>Struggling for recognition</td>
<td>Technical and legalistic</td>
<td><em>Paternalism</em>&lt;br&gt;<em>Process of PM</em></td>
<td>Administrative</td>
</tr>
<tr>
<td>4.</td>
<td>1990 - 00</td>
<td>Promising</td>
<td><em>HRD Approaches</em>&lt;br&gt;<em>Employee involvement</em></td>
<td><em>Human values</em>&lt;br&gt;<em>Productivity through people</em></td>
<td>Executive</td>
</tr>
<tr>
<td>5.</td>
<td>2001</td>
<td>HR vital for success</td>
<td>As HR Asset</td>
<td><em>HRM strategies to Meet corporate Strategies (integrate)</em>&lt;br&gt;<em>Culture, style And structure for motivation</em></td>
<td>Strategic Partner</td>
</tr>
</tbody>
</table>

(Source: field survey)

(a) **Explanations:**

1. A specific body of organized and systematized knowledge.
2. Prescribed academic qualifications for entry into the profession.
3. Formal method of training
4. Existence of a representative professional association.
5. Charging of fees based on service rather than monetary gain.
6. Continuous drive for progress through members of an association.
7. Code of ethics to motivate and guide the members towards desire goals.
8. Training for practice of a profession is intellectual in character. It is pursued not for one’s own sake but for others.

9. Members of a profession have a sense of common identity and purpose.

10. Formal education and training is essential for acquiring the prescribed academic qualifications. i.e. Chartered accountancy, Company Secretaryship, Law, Medicine are main professions.

(b) HRM Recognized body of knowledge:

Human resource management contains a recognized body of knowledge gathered from research. It also has a professional body, the Nation Institute of Personnel Management (NIPM). Service motive or social responsibility of human resource management is being increasingly recognized. The National Institute of personnel management has also developed a code of ethics for its members.

(c) HRM-No definite academic qualifications:

No definite academic qualifications have been prescribed so far for entry in to HRM function except for welfare officers under the Factories act. Many essential to complete even one of these courses to hold responsible positions in HRM. Trade unionism, labour legislation, and other environmental changes have enabled human resource experts to expand their role and enhance their status. They are now being increasingly used in corporations.

(d) HRM-No professional charter:

Unlike other professional bodies the National Institute of Personnel Management has not obtained a professional charter. It conducts pre-entry and post-entry training programmes and organizes seminars and conferences to update the knowledge of its members.

(e) HRM- No limitations

But has actually no say in the accreditation of academic courses in HRM. It has no jurisdiction in limiting the entry of people HRM. Even Expulsion from NIPM membership does not disqualify a person from entering in HRM. NIPM has no authority to morally bind its members to prescribed code of ethics.

(f) HRM - Full-fledged professions:

HRM has no doubt acquired some of the attributes of a profession but it has not yet emerged as a full-fledged profession. Personnel management can achieve professionalization. It should seek professional status through performance based on
progressive outlook, attitude and practice. Minimum educational qualifications and minimum desirable standards of performance should be laid down.

(iii) HR Policies
HR or personnel policies are required in the following areas:

a) Acquisition of Personnel
b) Training and Development,
c) Appraisal and compensation of human resources,
d) Human resource mobility,
e) Working conditions and work schedules, and
f) Industrial Relations.

(iv) The Role of HR manager

The functions of the HR manager are very comprehensive and varied. They are determined and influenced by factors such as size, nature and location of the business or industry. The HR Manager has been playing a variety of roles. In the modern era, HR Manager typically performs a variety of roles like a counselor, a mediator, a problem solver and a change agent. These functions can be categorized into seven types:

1. HR departmental administration which looks after the planning, policy decision and general.
2. Collective bargaining which includes labour bargains with management obtains its due share.
3. Training and induction which includes induction training and in services training.
4. Personal research which includes preparation of plans and their implementation
5. Benefits and services which include administration of various benefit schemes for employees like insurance, medical facilities, retirement benefits, etc.
6. Employment of workers which include recruitment, selection and placement of workers: job analysis, job description and performance appraisal.
7. Wage and salary administration which includes wage payments, job evaluation, and job analysis surveys, etc.

All activities connected with employees of an organisation and all decisions related to the human relations come within the functional areas of HR management. It has now been fully recognized that the basic role of the HR manager is “the management of manpower resources”.

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(v) Problem Areas in Human Resources Management:
(a) Difficulty in identifying the people, even with the use of right kind of recruitment techniques and sources.
(b) Difficulty in formulating a wage/salary policy acceptable to all employees, trade unions and management.
(c) Employee grievances and inability of management to redress all grievances.
(d) Difficulty in motivating the employees to undergo training seriously and apply the knowledge/skill acquired on the job.
(e) Employee reluctance to accept disciplinary rules of the company.
(f) Difficulty ion changing the behavior of employees’ accordance with the required behavior of the organisation.
(g) Dissatisfaction of employees regarding promotions and transfers.
(h) Difficulty in identifying the right kind of selection tests, interviews, etc.

Difficulty in convincing the employees to accept the rating of performance appraisal, accept the purpose and outcome of performance and/or potential appraisal.

3.8 Emerging Challenges in HRM:
The 1990s have brought a revolutionary change in our business. Post-liberalization is marked by a shift from command economy to market driven economy; from sheltered market to competitive market; from monopoly to competition; and from domestic trade to global trade. Such a shift calls for a different approach to HR activities.
1) During the pre-economic liberalization, the HR managers had adopted reactive strategies to people’s problems.
2) The need of the hour is proactive approach, a strategy which helps HR managers foresee events and take appropriate actions before the events occur.
3) HRM provides competitive advantages as key to firm’s success is based on establishing a set of ‘core competencies’ that will driver better value to customers as compared to competitors.
4) Successful organisations are adept at bringing together different kinds of people to achieve a common purpose. This is a research of HRM. Proactive strategies call for awareness about the likely challenges the HR managers will face in the days to come.

A. Trends
The major trends in organisations and business environment in HRM me as under:
1) Globalization,
(2) Corporate reorganisations,
(3) Managing the managers and change,
(4) Containing costs,
(5) New industrial reaction approach,
(6) Interest of the weaker sections of society,
(7) New organisational forms,
(8) Embracing new technology,
(9) Changing demographics of workforce,
(10) Renewed focus on people and developing human capital,
(12) Use of temporary employees and skill development, and
(13) Changed employee expectation due to being more educated and impatient
employees, leading to high mobility, careerism and declining loyalty, growing
unemployed.

These trends are making organisations move from centralized management and
decision-making to decentralization. The complex and fast changing realities require
faster and high quality decision-making which is possible only when there are
competent people, capable of taking such decision at all levels.

Faster and quality decision-making will lead to de- bureaucratization, de-
hierarchization and decentralization, resulting in empowerment at all levels.

B. Challenges in HRM

Based on above trends, some challenges in HRM are discussed:

(1) Managing the Competencies of people

The competencies of people have to be upgraded constantly. Ironically, managing
innovation in technology comes easier to us, than managing the person in the next
cabin. To be emotional intelligent can enable employees to be more effective in intra-
and inter-personal management of emotion. Making once own emotion and realizing
the implication of our own behavior on the others around us has gained critical
importance for success.

(a) Group productivity

For a manager however, developing the competencies of emotional intelligence could
lead to a substantial increasing in individual and group productivity. These two
competencies are: personal competence and social competence. Personal competence
would be ability to realize how you are feeling, and deal with it effectively in manner which does not hamper good decision-making.

(b) Ability to understand
Social competence, refer to the ability to understand how others are feeling, and be able to work effectively with them. It involves being empathetic to those around you, and realizing how to deal and work with them in order to promote collaboration and productivity.

(c) Model of HRM
A simplistic model explained by Veena Vohra may help the essence of the model as depicted is to try and define the most frequent emotions an employee comes across during the course of his work. Once the mapping is in place, employees should be trained on alternate modes of behavior to enable them to be effective, even in the most challenging situation.

The idea then, is to ensure that no employee falls short of effectiveness on grounds of being emotionally handicapped.

Figure 3.6: Simplistic Model of HRM.

D) Relationship Traction
A number of organisations are now looking at “relationship traction” (capacity to form lasting and helpful relationships in the workplace), while recruiting employees at the senior level, as it is felt that relationship building makes all the difference at the top management level.
(e) **Knowledge base Organisations**

Knowledge-based organisations of today are totally dependent on team work and meeting business and technical challenges. If teams become more emotionally intelligent, then organisations can leverage this competency to survive in a completely hazardous environment.

(2) **HR Role in Corporate- Community Relationship**

In an era of increasing social and environmental responsibilities, there is every need to redesign the HR strategies to make the company more accountable to the stakeholders in every possible way.

(a) **Structure and corporate atmosphere:**

The most effective methodology is to nurture the organisational structure and corporate atmosphere by facilitating a healthy relationship with the “communities” in society to make the system eco-friendly and socially accountable.

(b) **Change its priorities**

According Milton Friedman “I maintain that business must change its properties. We are not in business to make maximum profit for our share-holders. We are in business for only one reason to serve society. Profit is our reward for doing it well. If business does not serve society, society will not tolerate our profits or even our existence.”

(c) **Right balance**

Striking a right balance between social obligations of the company and matters of financial performance forms an important task for the strategies. Both the interests of business and society complementary in nature.

(d) **New Agenda**

According to Prof. Radha Mohan, setting up a new agenda with a societal interface for HR professional in the corporate sector becomes imperative. This has a positive impact on the organisation’s ethical profile and reputation. Ideally, corporate HR department should consist of a few people who devote their time to nurturing healthy relationship between both the communities.

(3) **Need for International HRM (HRM) in the Wake of Globalisation**

As businesses are increasingly getting internationalised, the need to have people from different cultures has become a must to stay competitive, and hence, the need for IHRM.
A. Unique culture and institutional differences is HR professional has to understand the unique culture and institutional differences among countries and identify ways means of effective management.

B. HRM should Transcend National boundaries as internationalisation of HRM has become imperative for businesses operating in global markets (G.R.K. Murthy).

(4) **HR to provide competitive Advantage**

While people have always been central to organisations, today they have taken even more Critical role in building a firm’s competitive advantage through a set of core competencies, which Brings value to customers. Organisations can achieve sustained competitive advantage through People by meeting following criteria:

a. The people resources must be of value when they improve the efficiency or effectiveness of the company.

b. Team work and cooperation are other methods for ensuring an organised workforce.

c. People resources must be organised when their talents can be combined and deployed to work on new assignments at a short notice such as new projects.

d. People resources must be difficult to imitate when employee capabilities and contributions cannot be copied by others.

e. The people resources must be rare when their skills, knowledge and abilities are not equally available to competitors.

f. HR professionals to acquire a complementary set of competencies such as business mastery; HR mastery, managing change mastery and establish personal creditability.

g. Managing person is rarely the exclusive responsibility of the HR function.

h. Every manager’s job is managing people, and successful companies are those that combine the expertise of HR specialists with the experience of line managers to develop and utilise the talents of employees to their greatest potential.

(5) **Containing Cost**

Investments in reengineering TQM, intellectual capital, technology, globalization and the like are all very important for organisational competitiveness. Yet, at same time, there are increasing pressures on companies to lower the productivity to maximize efficiency. Labour cost is one of the largest expenditure of any organisation, particularly in service and knowledge intensive companies. Organisations have tried a number of approaches to lower the cost, particularly labour cost. These include
downsizing, outsourcing and employee leasing, and productivity enhancement, each of which has a direct impact on HR policies and practices.

6) Demographic Changes in Workforce and managing Diversity
Among the more significant challenges to manager are the demographic changes such as employee such as diverse, background, age, gender, higher education level, etc. Many organisations have their increase their efforts to recruit and train a more diverse workforce.
a. Gender distribution calls for managers to enforce their efforts their sexual harassment policy vigorously.
b. Minorities and women increase their share of workforce, there are laws granting the right to equal employment opportunities, a safe and helpful work environment, equal for men and women performing the essentially the same job.
c. Cultural changes are the attitude, beliefs, values and customs of employees. Their culture in their personal lives. Though affects their behavior on the job and environment within the organisation, influencing their reactions to work assignments, leadership styles.
d. HR procedure to be adjusted to cope with this change. Managing diversity means being acutely of characteristics gammon to employees, while also managing these employees as individuals. It means not just tolerating or accommodating all sorts of differences but supporting, nurturing, and utilizing these differences to the organisation’s advantage.

7) Changing Attitudes toward Work
Another well-established trend is for employees to define success in terms of personal self-expression and fulfillment of potential on the job. They are frequently less obsessed with the acquisition of wealth and now view life satisfaction as more likely to result from balancing the challenges and rewards of work with those personal lives. Though most people still enjoy work, and want to excel at it, they tend to be focused on finding interesting work and may perceive multiple carriers rather than being satisfied just “having a job”. People also appear to be seeking ways to living that are less complicated but more meaningful. This new lifestyle cannot help but have an impact on the way employees must be motivated and managed. Consequently, HRM has become more complex than it was when employees where concern primarily with economic survival.
(8) Balancing work and family

Work and family are connected in many subtle ways. Because of the new forms that the family has taken—e.g., two wage earners and the single parent family—work organisations find it necessary to provide employees with more family-friendly options. “Family-friendly” is a broad term that may include incongenial hours, day care, elder care, part-time work, job sharing, pregnancy leave, parental leave, executive transfer, spousal involvement in career planning, assistance with family problem and telecommuting. These issues have become important consideration for all managers.

Some top issues about balancing work rise by managers are like excessive travel, flexible work arrangements, increased vacation time, resistance to relocation, telecommuting arrangements, etc.

(9) Concern for Privacy

HR managers and their staff as well as line managers have to recognize the importance of discretion in handling all types of information about employees. Companies are developing a comprehensive privacy policy for how personal information about employees is to be handled like IBM, Corning Glass Works, etc.

(10) Influence of Technology in HRM

Information technology has, of course, change the face of HRM. Perhaps the most central use of technology in HRM organisations human resources information system (HRIS). An HRIS provides current and accurate data for purposes of control and decision making, broader applications such as producing reports forecasting HR needs strategic planning compensations, carrier, and promotions planning, and evaluating HR policies and practice—recruitment and selections.

A shift from “touch labour” to “knowledge workers”, where employee responsibilities expand to include of richer array of activities such as planning, decision making, and problem solving. In many cases, current employees can be retrained to assume new roles and responsibilities.

To conclude, managing people are every managers business and successful organisation are those that combine the partnership of line managers and HR departments.
(11) Performance Improvement

HR Professionals will be deeply involved in matters of individual organisational performance they have to understand about measurement of performance, what are direct and indirect enhances and inhibitors of high performance.

(A)For Measurement: To understand Kaplan and Norton’s balanced score card of organisation performance which includes:

- Financial measures
- Internal business competencies, and
- Innovation and learning (continuous improvement and creating value)
- Customer satisfaction.

(B)For enhancer of Performance some examples are:

- Individual’s commitment to the missions of organisation enhances motivation and in turn performance.
- High congruence between job requirement and individual’s skills and abilities enhances motivation – the work itself,

(12) Continuous restructuring of corporations

Such activities as down-sizing, re-engineering, business processing, mergers and acquisitions proceed unabated. HR professions to understand consequences of restructuring. These have impact on bottom-line and negative on people. Much of what is known shows more negative than positive outcomes. Yet some indications are that the way down –sizing is implemented can make a difference and negative effects can be minimized.

(13) Group dynamics and team work

Some trends for group dynamics and team work are:

- Self-directed teams are becoming more prevalent and will increases:
- Real team is derived from a group of people with a highly challenging goal:
- Management’s desire for participation and involvement of entire organisation in one space together, to face to face, and to solve big problems, i.e. large group interventions is becoming universal practice in organisations.
- HR practitioners will have to become expert on group dynamics and team work.
- HR practitioners have learn more about how to select people for group/ team work, and reward people in the more collective sense.
(14) Enhancing organisation learning

By adopting action learning which is combining the solving of actual problems in a real time in the organisation with learning about, how to work together better, how to solve problems more effectively, and how to improve the learning process. HR practitioners focus how to enhance organisation learning.

Conclusion:

HRM is concerned with the management of people at work. People at work are the essential ingredients in every organisation. The way in which people are recruited, developed and utilized by management largely determines whether the organisation achieve its objectives. Therefore the human resources are available to management in the organisation, need to be properly co-ordinate and utilized for organisation objectives and goals.

Without Human efforts, organisations cannot accomplish their objectives. Consequently, organising human efforts and motivating human resources is of at most importance everywhere. It is universally recognized that the effectiveness with which human resources are co-ordinated and utilized is directly responsible for success of any organisation.
References


