CHAPTER – 1

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT AND HUMAN RESOURCE DEVELOPMENT

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1.1 INTRODUCTION

Human Resources has been and will be the most important of all resources. From the ages, kings and politicians have ruled but only those have succeeded who have tactfully used their available resources.

Human resources in generic terms means the total knowledge, skills creative abilities talents, aptitudes, values, attitudes, approaches in a personnel. Generally some resources are developed while some are received through heredity. When these resources are used in a way such that maximum benefit can be taken out of it, then it is called human resource management.

It tends to be very good and easy while hearing but on the contrary, it is very important and challenging job.

When we talk about one person it could be easy to practice. However when a group of person is focused, then the job is tough and challenging, it becomes tough and challenging in the sense that, no people are similar in nature, characteristics, abilities, etc. These points in course of the take a shape of likes, distils feelings, emotions, when these shapes are hurtled by words of act, it may result in to conflicted and this leads to need for efficient and effective H. R. M.

H.R.M. is a dynamic term it should deal with different people in different ways, at different situation to carry out different results. In its simple term, HRM is the task of dealing with human relationship moldings and developing the human behavior& attitude towards the job & organizational requirements. The H.R. manager involves himself in administrating a social system. In this process, the manager has to view the satisfaction from three different angles viz. (1) Economic satisfaction for an average livelihood. (2) Social satisfaction of working together as members of different group and (3) Individual job satisfaction of a working are attained.
1.2 DEFINITION

Many great teachers and authors have tried to define the concept. Some of them are as follow:

Prof. Michael J. Jucius has defined H.R.M. as “The field of management which has to do with planning, organizing, directing and controlling various operative functions of procuring developing maintaining and utilizing a labour force, such that the –

(i) Objectives for which the company is established are attained economically and effectively.

(ii) Objectives of all levels of personnel are severed to the highest possible degree and

(iii) Objectives of the community are duly considered and served”.

Human resource management is a responsibility of all those who manage people as well as being a description of the work of these who are employed as specialist. Its that part of management, which is concerned with management, which is concerned with people at work and with their relationships within an enterprise. It applies not only to industry and commerce but to all fields of employment.

This definition can be summarized as follows:

- Personnel Management is a responsibility of all line managers in an organisation viz., general manager, production manager, marketing manager, finance manager etc. and it is a staff function.

  It is the function of personnel Manager who is appointed as a specialist. Thus all managers in the organisation are virtually concerned with personnel arrangement, organizational goals through other peoples’ efforts.

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• Personnel management is a part of management. This part is concerned with the people and their relationship within an organisation.

• This applies to all organizations in the universe i.e. Economic social political, religious, etc.

1.3 SCOPE OF HRM

The scope of HRM is indeed very fast. It leads to improvement in the organizational efficiency, work culture, job satisfaction, better understanding and human relationships resulting in cordial industrial relations and better productivity. The management incorporate human resources policy backed by great human values, understanding, concern for the welfare of their people and constant efforts for human development, there is possibility for the organisation people to reciprocate with better behavior self co-ordination, sincerity, achievement, motivation and greater co-operation. To be precise, HRM has great scope to improve organizational climate and efficiency. The vast scope of HRM can be summed up as follows:-

(i) A cordial worker management relationship would be possible.
(ii) Management would be able to understand their people better.

A situation would be created in the organisation for the employees to enjoy their works and gain substantial job satisfaction.

1.4 SIGNIFICANCE OF H R M

H.R.M. plays an important role in the process of organizational development. The organizational development is reflected by its employees’ co-ordination, discipline, team work and their attitude towards their duty so also the nation development widely rest with the human resources of the country.
Imagine a country with scarce natural resource but qualitative human resource and on the other hand a country with abundant natural resources but poor qualitative human resource. We can see a light of progress in the previous one but not in the latter.

Why is that? Because a nation with abundant natural resource will not benefit itself unless human resource make use of them. In fact, human resources are solely responsible for making use of national resources and for the transformation of traditional economics to industrial economies.

- **Man V/S Machine**
  
  Due to globalisation the competition increasing at a faster rate than anyone can imagine, many foreign technologies and technocrats have flooded in to the market. The country that was once a labour intensive has adopted capital intensive production and this has brought a terrific change in the working conditions of man. Man has become fully substitute man and is being replaced by machine. But, on the other hand, man is developing to handle those replacing boxes. Still even a fully automated machine needs human being to switch it on.

- **Man: A competitive sword**
  
  Due to high competition, giant business houses have changed their strategies of cost reduction and marketing strategies to developing core competencies of their.

  Many companies are trying to enrich their manpower by which build an unwritten image in the market. Eg. South West Airlines, Taj resorts have created their image by their manpower.

  Core competencies tend to be limited in number but they provide long term basis for technology innovation product development and service delivers and that is why manpower is used as sword in the war of competition.

- **Human resource system is a Central sub system**
  
  H. R. System in an organisation is not unique sub system, but a principal and central sub system and it operates upon and controls all other sub systems,
whatever in the environment affect the organizations like economic, social cultural, legal, political historic competitors, consumers, etc. as a whole also affects the personnel system. The resources system receives input from the organisation in the form of objectives and it results in individual and organizational performance that may be viewed as individual and organizational output. Both the personnel system and the entire organisation operate under the same cultural, economic social, legal political and personnel, the more will be the effective functioning of an organization.

Mr. Peter F. Drucker has rightly observed the significance of personnel as managers are found of repeating the Trusim that the only real differences between one organisation and the other the performance of people. In essence, the supervisor development and performance of an organisation although not solely but heavily depend on the quality of personnel.

1.5 NATURE OF H R M

Resource means a source which can be used when needs. Each and every resource has a last point of finish. But while talking about human resource i.e., human skills, techniques, ideas, aptitudes, it is not going to finish. In every phase of life, man learns new things and makes use of those in hid daily routines. This nature builds a person to develop and change from time to time. And when this change is well utilized by a person to coincide the organizational and individual goal it becomes effective Human Resource Management.

Human Resource Management is a process of managing the people of an organisation with a human approach to manpower which enables the manager to view his people, an important if not the most important resource. It is a benevolent approach to develop and effectively to develop and effectively utilize the manpower not only for the benefit of the organisation but also for the growth, development and self satisfaction of the concerned people. This human resource development on the one hand is an effective management of people on the other.
Human resource management can be defined as that part of management process which develops and manages the human elements of enterprise considering the resourcefulness of the organisation's own people in terms of total knowledge, skills, creative abilities, talents, aptitudes and potentialities for effectively actuating. Every individual is part of the resource of an organisation. While he or she is a valuable soul. By mismanaging the human resources, a manager skills, not only the invaluable, resourcefulness of his people but the most important souls. Hence every human resource management strategy must be guided by the golden rule “give love and get love”.

1.6 OBJECTIVES OF H R M

Each activity done within the organisation directly or indirectly connects to the organizational goals or it can be said that work done in the organisation is a part and parcel of the work to attain some specific objectives and goals.

Objectives can be termed as a predetermined ends or goals at which individual or grow activity in an organisation is aimed.

Following the objectives of an organisation into two categories-

- Primary objectives.
- Secondary objectives.

• Primary Objectives

There are the objectives, which are to be carried out by the H. R. Department, while the secondary objectives are the one which support the primary objectives.

• The first and prime objectives of H. R. Department are to create a workforce with the ability and motivation to accomplish the basic organizational goals.

• Secondly to specify the personnel objectives of workforce through monetary and non monetary to factors of production. Non monetary devices include prestige, recognition, security status.
• Thirdly, to specify the social objectives such as serving the customers honestly, promoting a higher standard of living in the community bringing comfort and happiness to society, protecting women and children and providing for aged personnel.

• **Secondary Objectives**
These objectives are used to achieve the primary objectives economically, efficiently and effectively.

The fulfillment of the primary objectives is contingent upon:

(i) The economic need for or usefulness of the goods and services required by the community society.

(ii) Conditions of employment for all the members of an organisation which provide for satisfaction in relation to their needs so that they may be motivated to work for the success of the enterprise.

(iii) The effective utilization of people and materials in productive work.

(iv) The continuity of the enterprise.

The methods adopted by business organisation in fulfilling the primary purposes must be consistent with the ethical and moral values of society and with the policies and regulations established by legislative action.
FIGURE-1.1

OBJECTIVES OF HRM

Objectives and Organization of HRM

Strategic HRM

Employment
- Job Design and Analysis
- Human Resource Planning
- Recruitment and Selection

Human Resource Development
- Performance Appraisal
- Training and Development
- Career Planning and Development
- Promotion, Transfer and Demotion
- Management of Change, Development and Culture

Compensation Management
- Job Evaluation
- Wage and Salary Administration
- Social Security and Welfare

Human Relations
- Motivation and Job Satisfaction
- Morale
- Communication
- Leadership
- Work Environment, Industrial Accidents, Safety and Health

Industrial Relations
- Indian Labour Market
- Industrial Relations
- Trade Unionism
- Collective Bargaining
- Industrial Conflicts
- Workers Participation in Management and Quality Circles

Recent Trends in HRM

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2P.SubbaRao,Personal and HRM,3rdEdition,P 18
1.7 FUNCTIONS OF H R M

Human Resource Management is the management of human resources in the organisation and is concerned with the creation of harmonious working relationships among its participants and bringing about their utmost individual development. Infact, H.R.M. undertakes all those activities which are concerned with the human elements or relations as well as with material elements in an organization and the functions listed therein. The main objective of these functions is to bring together expertise in a scientific way and to create attitude that motivate a group to achieve its goals economically, effectively and speedily.

Functions of HRM

<table>
<thead>
<tr>
<th>Managerial Functions</th>
<th>Operative Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>Procurement</td>
</tr>
<tr>
<td>Organising</td>
<td>Development</td>
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<tr>
<td>Directing</td>
<td>Compensation</td>
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<tr>
<td>Controlling</td>
<td>Integration</td>
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<td></td>
<td>Maintenance</td>
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<td>Separation</td>
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CHART-1.1

The functions of H.R.M can be broadly classified into two broad categories.

1. **Managerial Functions**
2. **Operative functions**

1. **Managerial Functions**

A managerial function of HRM involves, planning, organizing, directing and controlling. All these functions influence the operative functions.

(a) **Planning**

H.R. administration should be able to predict trends in wages in labour market, in union demands, in other benefits, in personnel policies and programmes. The task of forecasting personnel needs in relation to changes in production or seasonal variations and the leveling out of differences in production is extremely important both for employees and for management. Therefore planning or decision making has to be undertaken much in advance of an action, so that unforeseen or anticipated problems and events may be properly handled. This is also stressed by the saying “Good Managers make thing happen.”

(b) **Organizing**

An organisation is a means to an end. It is essential to carry out the determined course of action. A complex relationship exists between the specialized departments and the general department as many top managers are seeking the advice of personnel manager. Thus, organization establishes relationships among the employees so that they can collectively contribute to the attainment of company goals.

(c) **Directing**

Directing the subordinates at any level is a basic function of the managerial personnel. Directing is involved with getting persons together and asking them through either command or motivation to work willingly and effectively for the achievement of designated goals. Directing deals not only with the dissemination of orders, within an organisation units and department but also with the
acceptance and execution of these orders by the employees. Thus, direction is an important managerial function in building sound industrial and human relations besides securing employee contributions.

(d) Controlling
After planning, organizing and directing the various activities of the H.R.M, the performance is to be verified in order to know that the personnel functions are performed in conformity with the plans and directions. Controlling also involves checking, verifying and comparing of the actual with the plans, identifications of deviations, if any, and correcting of identified deviations. This action and operation are adjusted to pre-determined plans and standard through control.

2. Operative functions
The operative functions of HRM are related to specific activities of personnel management. All these functions are interacted by managerial functions. Further, these functions are performed in conjunctions with managerial functions.

(a) The procurement function
It is concerned with the obtaining of a proper kind and number of personnel necessary to accomplish our organisations goals. It deals with specifically with such subjects as the determination of manpower requirements, their recruitment, selection and placing, induction, follow-up, transfer, lay-offs, discharge and separation etc.

(b) The development function
It is concerned with the personnel development of employees by increasing their skills through training so that job performance is properly achieved. Drafting and directing training programmes for all levels of employees providing vocational counseling’s, conferences and appraising employees potential and performance are undertaken under this function.

(c) The compensating function
It is concerned with securing adequate related to wage surveys, establishment of job classification, job descriptions and job analysis, merit
ratings, the establishments of wage and wage structure, wage plans and policies of wage systems, incentives and profit sharing plans and policies of wage systems.

(d) The integration function

It is a process of interaction among human beings. Human relations is an area of management in integrating people into work situation in a way that motivates them to work together productively, co-operatively and with economic, psychological and social satisfaction. This includes understanding and applying the models of perceptions, personality, learning intra and interpersonal relations, intra and inters group relations.

(i) Motivating the employees.

(ii) Boosting employee morale.

(iii) Developing communication skills.

(iv) Developing the leadership skills.

(v) Redressing employee grievances properly in time by means of a well formulated grievance procedures.

(vi) Handling disciplinary cases by means of an established disciplinary procedure.

(vii) Counseling the employees in solving their personal, family and work problems and releasing their stress, strain and tensions.

(viii) Improving quality of work life of employees through participation and other means.
(e) **The maintenance function**

It deals with sustaining and improving the conditions that have been established specific problems of maintaining the physical conditions of employees’ (health and safety measures) and employees’ service programmes are the responsibilities of the personnel department.

1.8 **ROLE OF HUMAN RESOURCE MANAGER**

The role of human resource manager may be analysed as follows:⁴

(a) **As a Specialist:** Human resource manager is an expert. As a specialist, he advises the heads of different functional departments on various aspects of human resource management, such as human resource planning, recruitment, selection, orientation, training, appraisal, compensation, etc. with his counsel and suggestions, functional managers can perform these functions successfully.

(b) **As an Information Source:** The human resource manager provides valuable information about labour market, labour laws and other related areas. Such information is necessary for the formulation of proper policies and procedures about human resources. He serves as a record keeper and researcher to provide the required information.

(c) **As a change Agent:** The resource manager can serve as an internal change agent to initiate and spear head necessary improvements in human resource practices. As a consultant, he can provide necessary infrastructure and support for organizational development. He helps in introducing and implementing major institutional changes in the organization. He is an innovator in human resource matters.

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(d) **As a Controller:** The human resource manager assists line managers in effective implementation of human resource policies and programmes. His advice and service is essential for monitoring and controlling the progress.

(e) **As a Liason Man:** Very often the human resource manager is asked to act as a linking pin between different departments/divisions of an organization.

(f) **As a Housekeeper:** The human resource manager looks after the safety, Health, welfare, etc of employees.

(g) **As a Fire Fighter:** In union-management relations, the human resource manager acts as a shock absorber. He is the management’s defence against trade union activists. He acts as a trouble shooter.

1.9 **IMPORTANCE OF HRM**

No other factor is more important than efficient and committed manpower. The human is at the centre of all work and all development comes from the human mind. The importance of HRM are as under:

1. **Social Significance**

Sound HRM has a great significance for the society. It helps to enhance the dignity of labour in the following ways -

(i) Providing suitable and productive employment, which might bring them psychological satisfaction.

(ii) Maintaining a balance between the job available and job seekers according to qualification and needs.

(iii) By helping people make their own decisions that are in their interest.

(iv) Eliminating waste of improper use of human resource, through conservation of their normal energy and health.
2. Professional Significance

By providing healthy working environment it promotes team work in the employees. This is done by

(i) Maintaining the dignity of the employees as ‘human beings’.

(ii) Providing maximum opportunities for personal development.

(iii) Improving the employee working skill and capacity.

(iv) Correcting the error of wrong posting and proper reallocation of work.

3. Significance for individual enterprise

It can help the organisation in accomplishing its goal by;

(i) Creating right attitude among the employees through effective motivation.

(ii) Utilising effectively the available human resources.

(iii) Securing willing co-operation of the employee for achieving goals of the enterprise.

4. National Significance

H.R. & their management plays a vital role in the development of a nation. The effective exploitation and utilisation of a nation’s natural, physical and financial resource require an efficient and committed manpower. There are wide differences in development between countries with similar resources due to differences in the quality of their people. Countries are underdeveloped because their people are backward. The level of development in a country depend primarily on the skills, attitudes and values of its human resources. HRM has become very important because of the following factors in recent decades.
(i) Increase in the size and complexity of organization, e.g. a multinational organization employing millions of persons
(ii) Rapid technological development like automation, computerization etc
(iii) Rise of professional and knowledge workers
(iv) Increasing proportion of women in the workers
(v) Growth of powerful nationwide trade union
(vi) Widening scope of legislation designed to protect the interest of the working class
(vii) Devolution in information technology that might affect the work force
(viii) Rapidly changing jobs and skills requiring long term manpower planning
(ix) Growing expectation of society from employers.

**Personnel Policies of HR**
The personnel function in a hotel includes many activities such as:

(i) Consideration of leadership style
(ii) Relationship
(iii) Responsibilities
(iv) Philosophy
(v) Social orientation
(vi) Organizational structure

In most of the hotels the personnel policies are put in writing. These policies are distributed to key and responsible executive to provide guidance and ensure consistent application. Periodically the HRD review these policies.
HUMAN RESOURCE DEVELOPMENT

1.10 INTRODUCTION

Human Resource like knowledge, skills, creative abilities and talents play an important role in deciding the efficiency and effectiveness of an organisation's workforce. However, enhancement of utilization value of human resource depends on improvement of the human resource aspects like skill, knowledge, creative abilities and talents and molding of other aspects like values, believes aptitude and attitude in accordance with the changing requirements of groups, organisations and society at large. This process is the essence of human resource development. Developing human resources regarding their skills and intending their knowledge and competencies world lead to organizational development. Therefore, human resource development is the key to enhancing and effective utilization of intellectual technological and entrepreneurial skills of human resource.

HRD assumes significance in view of the fast changing organizational environment and need of the organisation to adopt new techniques in order to respond to the environmental changes. The changing environmental factor includes unprecedented increases in competition within and outside the country consequence upon the announcement and implementation of economic liberalization.

The concept of HRD is comparatively of recent origin and is now used at both macro and micro levels. At the macro level HRD is described as the care of all developmental efforts in the sense of improvement of quality of life of people of a nation at the micro or organizational level.

1.11 CONCEPT AND DEFINITION

The concept of HRD is not yet well achieved by various authors through they have defined the term from their approaches as it is of recent origin and still is in
the conceptualizing stage. It is an understanding of the term i.e. new or rather was new.\textsuperscript{5}

HRD is not training and development. But many personal managers and organisations view HRD as synonymous to training and development many organisation in the country renamed their training department as HRD departments.

HRD may be defined as a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way.

Among the Indian authors, T VenktesewaraRao worked extensively on HRD. He defined HRD in the organizational context as HRD is a continuous planned process by which employees are helped to.

(a) Acquire or sharpen capabilities required to perform various function associated with present or expected future roles.

(b) Develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and organizational development purposes.

(c) Develop an organizational culture in which superior-subordinate relationship, team work and collaboration among sub units are strong and contribute to the professional well being and motivation of employees.

**According to Ishwar Dayal HRD involves-**

(a) What to better adjust the individual to his job and the environment.

(b) The greatest involvement of an employee in various aspects of his work and

(c) The greatest concern for enhancing the capabilities of the individual.
Human resource development may be defined as development of people providing the right environment where each individual may grow to his fullest potentialities.

1.12 SIGNIFICANCE OF HRD

The term human resources refer to the skills, talent, creative abilities, knowledge, aptitude, values and beliefs of an organizations workforce. The more important aspects of human resources are attitudes, aptitudes, values and beliefs. But, in a given situation if these vital aspects remain some, the other aspects of human resources like knowledge skills, talent and creative abilities play an important role in deciding the efficiency and effectiveness of an organizations workforce for the enhancement of the utilization value of the organizations workforce. It is necessary to improve the aspects like skills, and talents etc. and mould the important aspects like values and beliefs in accordance with the changing requirements of groups, organizations add society at large. This process is the essence of HRD.

HRD assumes significance in view of the fast changing organizational environment and need of the organisation to adopt new techniques in order to response to the environmental changes.

The changing environmental factors include:

(i) Unprecedented increase in competition within and outside the country consequent upon the announcement and implementations of economic liberalizations.

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6P SubbaRao, Personnel and HRM, 3rd Edition, P 114
(ii) Trend towards market economy resulting in severe competition not only among the industries in the globe but also industries within the nation.

The vitality of human resources to a nation and to industry depends upon the level of its development organizations to be dynamic, growth oriented and fast changing should develop their human resources. Thus, HRD plays a significant role in making the human resources vital, useful and purposeful.

- **SCOPE OF HRD**

Human Resources Management deals with procurement, development, compensation, maintenance and utilization of human resources. HRD deals with development of human resources for efficient utilization of these resources in order to achieve the individual, group and organizational goals. Thus the scope of HRM is wider and HRD is wider part and parcel of HRM. In fact, HRD helps for the efficient management of human resources. The scope of HRD invades into all the functions of HRM the scope of HRD includes

(i) Recruiting the employees within the dimensions and possibilities for developing human resources.

(ii) Selecting those employees having potentialities for development to meet the present and future organizational needs.

(iii) Analyzing, appraising and developing performance of employees as individuals, members of a group and organization with a view to develop them by identifying the gaps in skills and knowledge.

(iv) Help the employees to learn from their superiors through performance consultations, performance counseling and performance interviews.

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7 P SubbaRao, Personnel and HRM, 3rd Edition, P 118
(v) Train all the employees in acquiring new technical skills and knowledge.

(vi) Develop the employees in managerial and behavioral skills and knowledge.

(vii) Planning for employee’s career and introducing developmental programmes.

(viii) Planning for succession and develop the employees.

(ix) Changing the employee’s behavior through organization development.

(x) Employee learning through group dynamics, intra and inter team interaction.

(xi) Learning through social and religious interactions and programmes.

(xii) Learning through job rotation, job enrichment and empowerment.

(xiii) Learning through quality circles and the schemes of workers participation in the management.

• **NEED FOR HRD**

All business and industrial organizations are dynamic. Infact, liberalization, privatization and globalization made the business firms further dynamic. In other words, they have been changing continuously in terms of technology, type of business, products / services, organizational strength and the like. The changes invariably demand for the development of the human resources.

(i) **Changes in economic policies**: Almost all the governments across the globe have changed their economic policies from communistic/socialistic pattern to capitalistic pattern. Even the government of India liberalized its economic policies in 1991. Liberalization, privatization and globalization posed threat to the weak firms and created opportunities to the large firms.
(ii) **Changing job requirements**: Organizational dynamism brings changes in organizational design and job design. The changes in the job design bring changes in job description and job specifications. These changes demand for HRD.

(iii) **Need for Multi skilled Human Resources**: The changing trends in industrialization, structuring jobs and organizations demand the employee to take up multiple activities. The customer centered approach led to dejobbing, flexible organizations and flexible work.

(iv) **Organizational viability and transformation process**: Organizational viability is continuously influenced by environmental threats. If the organization does not adapt itself to the changing environmental factors, it will lose its market share. If the organization desires to adopt these changes first, it has to develop human resources.

(v) **Technological Advances**: Organizations in order to survive and develop should adopt the latest technology. Adaptation on the latest technology will not be complete until they are manned by developed employees. Employee development is possible through human resources development. These are the days of information technology and high level production and service technology. Therefore, HRD is essential in the new millennium.

(vi) **Organizational complexity**: With the emergence of increased mechanization and automation, manufacturing of multiple products and rendering of services, organizations become complex. Management of organizational complexity is possible through HRD.

(vii) **Human Relations**: Most of the organizations today tend to adopt the human relations approach. This in turn needs HRD.
1.13 PROCESS OF HUMAN RESOURCE DEVELOPMENT

Dr. T.V. Rao\(^8\) has suggested the following process for HRD:

(i) Performance Appraisal

(ii) Potential Appraisal and Development (PAD)

(iii) Feedback and performance coaching

(iv) Training

(v) Career planning

(vi) Employees welfare, Quality of work life, Rewards, Organisational Development and System Development and Human Resource information.

These mechanisms are used to initiate, facilitate and promote the process of HRD in a continuous way. All the process mechanisms are linked with corporate plans and human resource planning. Policies are general guidelines whereas procedures are specific applications. A procedure is a well thought out course of actions. It specified the manner, in which a piece of work is to be carried out. Procedures emphasize on chronological, step by step sequence of required action.

1.14 FUNCTIONS OF HRD

1. Supporting role

(a) Strengthening operating and inductive levels

The HRD should not become a rival to the operating functions generally done by personnel department but should help them to manage their functions in a better way. Like wise the industrial relation matters be handled by lineman who have to face the problems in everyday life.

(b) Consolidating existing strengths

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HRD takes to final out the strengths existing in the organisation and consolidates and strengthens them. Every organisation may have easy accessibility which can be hidden strength. Such strength should not be lost while formalizing the organisations.

2. **Role of systems development and research**

HRD is responsible for developing various systems which deals with people, their problems, organizational dynamics and various related matters.

3. **Managerial Role**

(a) Planning for future manpower need, the organisation needs various lands of skills and competency and it is necessary to develop a manpower planning system to ensure that proper personnel are procured for the organisation when they are required.

(b) Getting the best people available, this related to procurement of and selection of people in the organization.

(c) Utilizing people selected: If people selected are not properly utilized it amounts to wastage and such persons can create problems. This function related to placement policy.

(d) Retaining motivating and integrating people: It is important that the good people who are selected remain in the organization for this they are properly motivated to give their best and that commitment to the organisation is high.

(e) Assessing people of their contribution it is important to assess and identify merit in order to reward it to rain force it and make people to respect it.

(f) Planning growth of the people. It related to career growth and planning and promotion policies.

(g) Developing health industrial relations. A healthy work climate is essential.

(h) Job analysis and evaluation.
4. **Role of development competence:**

(a) A technical competence: People require necessary technical skills which contribute to their competence.

(b) Managerial competence: All people who join the organisation in due course are to take some managerial roles.

(c) Process competence: People have to face many conflicts, problems of commitments and co-operation. The competences to deal with such problems are called process competence.

(d) Helping competence: People at various levels are required to help their subordinates in their work if required.

(e) Coping competence: People face frustration when they feel that they cannot advance beyond a certain stage in the organisation. They should have competence to cope with such problems.

5. **Process role**

(a) Creating the necessary culture and values in the organisation, culture of least openness, mutuality in the sense of establishing relationships risks taking and goal setting process involving people at different levels is necessary. Enough attention should be paid to the process of humanizing in the organisations. Treating people with respect and steps for their growth and development.

(b) Diagnosis: To identify the process problems and to undertake studies to locate hidden problems. In some department motivation may be low in others team work may be low in others team work may locking.

(c) Intervention: To solve the process problems it may be necessary to introduce interventions helping the organisations to choose from amongst several available interventions to meet in particular situation.
FIGURE-1.2

FUNCTION OF HRD

HR Analysis and planning

Data Banks and HRPS

Counseling

Requirement selection planning replacement

Cordial IR

Grievance handling

HRD

Effective Communication

Training and evaluation

Career Planning

Employee welfare

Occupational health and safety

Compensation plan

Evaluation appraisal

Succession planning

• VISION OF HRD FUNCTIONS

Most HRD functions seek to provide a strategic contribution to the organization, by supporting the company in realising business objectives. For instance by ensuring that the workforce has the necessary competencies.

In trying to realise this strategic contribution, HRD functions not only provide training (mentioned explicitly by only a small group of companies, but probably an objective in all cases), but also seek to provide opportunities for (informal) employee learning in general (with knowledge sharing as an explicit form). In this respect, objectives such as creating a learning culture, creating a learning organisation and implementing knowledge management were mentioned, but are certainly not dominant.

Finally, in order to provide these learning opportunities, and provide a strategic contribution, about two third of the case organisations have formulated objectives with regard to changing HRD practices. The most important ones are related to integrating HRD stronger with the work organisation, for instance by sharing HRD tasks with line managers. The latter subject is discussed in the next section.

In the division of HRD tasks as envisioned by HRD professionals, managers and employees both fulfil an active role. HRD professionals themselves appear to fulfil both a strategic and a more practical role. Their strategic role can be seen as an effort to link HRD closely to the business. The responsibility of managers can be seen in the same light, by actively helping employees in analysing learning needs and agreeing upon learning activities.

The practical role of HRD professionals consists of providing practical support and resources (tools, learning materials) for managers to help them fulfil their HRD tasks, and thus provide learning opportunities for employees.
Though justified to conclude that the organisation of the HRD function is becoming more and more diffuse, and increasingly hard to identify and describe, as HRD is becoming ever more integrated within the business. This integration process appears to take place both with regard to policy-making (HRD policy linked more closely to, and eventually integrated in general strategy) and with regard to the execution of HRD activities (from being performed by HRD department, to a shared responsibility of HRD professionals, managers and employees). many HRD functions have not yet reached that point, it seems

- **STRATEGIES USED BY HRD FUNCTIONS**

Strategies used by HRD functions in order to fulfill their envisioned role can be divided into four main categories. A first category consists of strategies aimed at securing that HRD activities support the business, either in general or with regard to a specific current strategic objective. For instance by adopting a very demand-driven approach to planning HRD activities and seeking close co-operation with management.

A second type of strategies are those seeking to support (informal) learning by: supporting (informal) learning from each other and knowledge sharing, fostering employee responsibility for learning and supporting team or even organisational learning. Important to realise is that HRD professionals appear to consciously use 'new' ways of supporting learning as a way to change current notions on 'learning'. For instance, they hope that management and employees will no longer equate learning to classroom training, but also consider opportunities for informal learning, and for learning from each other.

A substantial amount of the activities of HRD professionals of course remains providing training. But the results in this field were too general to permit any specific conclusions other than the observation that traditional training does have a place in the portfolio of strategies employed by the HRD professionals to realise their objectives.
Finally, an interesting category is comprised of strategies aimed at changing the organisation of the HRD function, by actively involving managers and employees. For example by decentralisation of HRD activities, supporting management in HRD tasks and increasing employee responsibility for learning.

All in all, it can be concluded that training is still an important strategy, but it is complemented by strategies to support other types of learning (such as coaching, using IC-T to promote knowledge sharing, etc.), and by activities meant to ensure a close link between training and organisational strategy. Important to note is that HRD professionals not only provide opportunities for learning, but also deliberately also try to change attitudes to learning.

• INFLUENCING FACTORS

When considering the factors that support the pursuit of HRD's new role, it is worth mentioning that most form an exact mirror of the inhibiting factors. Thus the most important conducive factor is active involvement, particularly from managers (whereas a lack of motivation from this group was an important inhibiting factor). It seems that most HRD professionals find themselves dealing with both active and motivated managers and with those that are not motivated. Highly motivated employees were also mentioned as a conducive factor, but only by a small number of case organisations.

Clarity on HRD’s new role is also an important conducive factor. Other factors, such as a learning culture, new organisational structures that provide more learning opportunities and pragmatic factors such as enough HRD resources, were also found to help the process along. However, these aspects were mentioned considerably less frequently as conducive factors, than they were pointed out as factors which hinder the role transition.

It might be that some of the conducive factors are necessary but insufficient conditions for organisations to become learning oriented. For example, despite increasing HRD resources and senior management commitment, until workload
pressures and the organisation of work are addressed, and time is made for learning, employees will continue to see learning as extra to their daily work practices, perhaps even unnecessary and worthless. The need to meet targets and a task orientation impedes the development of a learning environment. Conversely, inhibiting factors might not necessarily preclude the achievement of becoming learning oriented.

1.15 QUALITIES OF AN HRD MANAGER

Broadly speaking every staff member of the HRD department should be considered as HRD Manager. The HRD Manager is a man of mission. Therefore, he should have the qualities of a missionary. His mission is to create a learning environment in the organization. In the modern organizations, employees tend to get too much concerned about their personal power, needs, status, reward, promotions and work routine. They keep on doing things without learning and creating critical situations. All these factors affect the quality of life in organization. With the organizational growth, its future personnel policies also have a good degree of impact on the employee satisfaction and work motivation. A healthy climate characterized by trust, openness, mutual support, team spirit willingness to sacrifice, positive attitude etc. combined with desire and development of individuals can go a long way in building people and organization. The mission of the HRD Manager is to build such a climate in the organization and simultaneously bring changes in the thinking of individuals.

According to Rao, a successful HRD manager requires the following skills: 10

1. Essential Qualities

   (i) Positive thinking and positive attitudes towards people.

   (ii) A high desire to learn.

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(iii) Interest in people.

(iv) Helpful attitude.

(v) Initiative taking or proactivity.

(vi) Practice and perseverance.

(vii) Communication skills.

(viii) Objectivity in approach.

(ix) Personal example and sense of discipline.

II. Functional Competencies

(i) Knowledge of appraisal systems and their functioning in various organization.

(ii) Knowledge of potential appraisal, assessment centres, in basket exercises and such other potential development mechanisms.

(iii) Knowledge of various tests, questionnaires and other measures of human and organizational processes.

(iv) Ability to design and coordinate training programmes for managers, supervisors and workers.

(v) Professional knowledge of human resource management and basic understanding of the industrial relations.

(vi) Knowledge of organizational culture and organizational diagnosis and development skills.
1.16 HRD IN INDIAN INDUSTRY

HRD processes might have existed to some extent in India earlier, but a professional outlook to HRD began only in 1970s. Larsen and Toubro is perhaps the first company in India to design and implement an integrated HRD system in the 1970s. Later on, this professional outlook to HRD spread to other organizations. The first workshop of HRD was held in 1979. Since then, several workshops and seminars have been held. A centre for HRD was established in the Xavier Labour Relation Institute (XLRI), Jamshedpur. At National HRD Network has also been established in 1985. Now several public and private sector organizations have HRD departments and HRD managers.

In 1982, T.V. Rao conducted a survey of HRD practices in Indian Industries. The survey indicated by and large a positive trend in the use of open appraisal system, improving the training function, taking up organization development and using employee counseling. However, no major breakthroughs were reported in potential appraisal and development, reward administration and promotion decisions. Only 17 out of 53 companies had formal policy focusing on HRD. All in all, HRD appeared to becoming a significant aspect of work life in many organizations.

Another survey was carried out to judge HRD climate in Indian organizations. The survey revealed that the general climate was not very conducive to HRD due to general indifference of employee to their own development. The top management in most organizations was not making sufficient efforts to improve the quality of work life.

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At the macro level, increasing emphasis is being placed on the development of human resources. A separate Ministry of Human Resource Development has been created in the Central Government. Attempts are being made to develop appropriate linkages between education, public health, adult literacy, and other social programmes so as to ensure the overall development of people in the country. Scientific and technological advancements are making it all the more important to develop human resources. Physical resources are wasteful if competent human resources are not available.

1.17 PRINCIPLES OF HRD

In order to make HRD effective, the following principles must be followed:

1. **Corporate Policy on Human Resources:** The Company must state its human resources policy explicitly. The policy should be communicated throughout the organization and should be vigorously pursued. The survey conducted by the centre for HRD at XLRI in 1984 revealed that only 17 out of 53 organizations had a formal stated policy focusing on HRD.

2. **Commitment of Top Management:** Complete faith and support of top management is essential for the success of HRD. Managers at all levels will support HRD efforts only when the chief executive considers his people as the greatest asset. He must have respect for all individuals. Actions speak louder than words. The chief executive may take the following actions to promote HRD:

   (i) Create an enabling culture whereunder individuals can grow up to their full potential.

   (ii) Chair the HRD task force himself.

   (iii) Attend the initial HRD orientation programmes for line managers.

   (iv) Periodically review the progress of HRD.

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(v) Commit time and resources to HRD.

(vi) Focus on employee development throughout.

3. Sound Planning: The HRD needs differ from one organization to another. Therefore, the HRD needs of the organizations should be properly examined and ascertained. Then a plan should be prepared for the proper utilization of new skills. Otherwise, skilled employees may get frustrated and may resign to join some other organization. After this, an action plan should be prepared to develop the necessary skills.

The action plan should focus on developing the diagnostic and problem solving capabilities of the total organization. Due attention should be given to the internal and external environment of the organization. Proper linkages should be created between various sub-systems of HRD.

4. Conducive Climate: HRD efforts can be successful only when the climate in the organization is positive and developmental.

The main features of such a climate are:

(i) Openness or freedom to express one’s ideas and opinions.

(ii) Trust and mutuality among people.

(iii) Team spirit or collaboration

(iv) Reasonable freedom for experimentation and risk taking.

(v) A belief that developing the competencies in the employees is the job of every manager/supervisor.

(vi) Faith in the capability of employees to change and acquire new competencies at any stage of life.

(vii) Interest in confronting issues and solving rather than hiding problems.
The centre for HRD at the Xavier Labour Relations Institute, Jamshedpur has prepared a questionnaire to find out the HRD climate of an organization.

5. Competent Functionaries: Persons with proven reputations and skills should be appointed as the heads of the HRD departments. The head of the HRD department should directly report to the chief executive. This is necessary to ensure status and creditability of the HRD department. The HRD professional should strive for improving the conditions for the growth and development of employees.

6. Gradual Approach: HRD requires basic changes in organizational culture. It should be introduced, therefore, in stages. Each subsystems of HRD should be sequentially phased and built one over the other. Such phasing may consists of:
   (i) Geographical Phasing. It means introducing the HRD system in one or two parts in the organizational and slowly spreading it to other parts.
   (ii) Vertical Phasing: It implies introducing the HRD system at one or two levels in the organization and expanding it gradually to the other levels.
   (iii) Functional Phasing: It involves introducing one function or sub-system of HRD and gradually extending all functions.
   (iv) Sophistication Phasing: It refers to introducing simple forms of subsystem and then applying more sophisticated forms.

7. Sharing experiences: HRD professionals should continuously exchange their experiences for professional development knowledge in behavioural sciences is growing continuously and, therefore, exchange of experiences would help all. The HRD network set up in India publishes a newsletter. Every organization can write about its HRD experiences in this publication. The India society for training and development (ISTD), New Delhi and
Indian Society for Applied Behavioural. Sciences are other professional bodies which can help HRD managers in developing their professional competencies.

8. Regular Monitoring: Appropriate mechanisms should be created for continuous review of progress in the implementation of HRD. Necessary changes/improvements should be carried out on the basis of such reviews.

1.18 HRD APPLICATIONS IN THE SERVICE SECTOR\(^\text{13}\)

There are now more sophisticated HRD applications, which are being used by the service organizations. These among the others, include preparation of the human resource inventory, human resource profile as well as the human resource information system. It is of recent that human resource information system is playing an important role and creating HRD systems for different manpower groups. This has resulted in the development of various layers of human resource inventory.

To successfully complete in the new millennium, organizations need to reinvent HRD and the structure of the organization around explicit and implicit human resource information processes rather than based on traditional functions, because with globalization, it is the information system which will prove to be a paramount importance in any developmental activity.

Success will be determined by the speed with which organizations are able to study the changing scenario and their ability to introduce and implement human resource development processes and practices. The HRD methodology needs to introduce team spirit, harmonious work, integrity, accountability, visibility and a work culture. Similarly, the organizations need to develop a family environment where each employee feels equally empowered.

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\(^{13}\)DrM.K.Patel, HRD practice in service Industry, 1\(^{\text{st}}\)Edition, p 6
There are now two angles to HRD programmes. First, to stop attrition and reduce the rate of decay and second, to win back employee loyalty through novel reward activities. This would mean that HRD intervention needs to be for each and every employee in the organization.

As per the Human Development Report of UNDP, about 40 percent GDP in India comes from service’s in industrial countries this is close to 60 per cent. Therefore, we need to improve the effectiveness and efficiency of the services. The services that need to be improved, comes from strategic sector like banks and financial institutions, transportation (rail, road and air), telecommunication, post and telegraphs, media including radio, television and newspapers, hotels, municipal services, hospitals, educational institutions, government and the like.

1.19 HRD APPROACH FOR THE FUTURE

HRD treats human beings primarily as an input in the production process. HRD approach and recognizes through fitment, feedback, counseling, training as well as other appropriate tools to promote the intellectual, moral psychological, cultural and social development of the employees and also help them to achieve their potential as a resource is confirmed. Realization of staff potential calls for the use of certain techniques and skills. Principal techniques and skills are

**Role Analysis**: Role analysis looks at each job not in isolation but as a part of whole set. It is an attempt to generate information / data. These attribute may be developed through training, job rotation and experience. Such role analysis will facilitate better fitment, redesigning roles and also fulfilling accountability requirements.

**Goal Setting**: Every role in an organization is intended to contribute towards fulfillment of the organizational goal. Goals should be realistic and achievable.

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1.20 HRD DEPARTMENTS AND THEIR TASKS

The main objective of the HRD department is to create learning environment and a development climate in the organization. By learning, it is meant, a culture where employees continuously learn from their own experience and from the various learning opportunities the organization provides. The HRD department also should be sensitive to the motivational patterns of employees and try to develop motivation. The HRD department should create an ‘enabling’ culture where the employees are able to make things happen and in the process discover and utilize their potential.

The most important objective of the HRD function is to create learning environment in the organization so that each member of the organization continuously learns and acquires new competencies (knowledge, attitudes and skills)

In order to achieve HRD objectives, the HRD department should:

(i) Develop a human resources philosophy for entire organization and get the top management committed to it openly and consistently.

(ii) Keep inspiring the line managers to have a constant desire to learn and develop.

(iii) Constantly plan and design new methods and systems of developing and strengthening the HRD climate.

(iv) Be aware of the business /social /other goals of the organization and direct all their HRD effort to achieve these goals.

(v) Monitor effectively the implementation of various HRD sub-systems/mechanisms.

(vi) Work with unions and associations and inspire them.
(vii) Conduct human process research, organizational health surveys and renewal exercises periodically.

(viii) Influence personnel policies by providing necessary inputs to the personnel department /top management.

In order to perform these functions and tasks well, the HRD departments need to be manned by people with certain types of spirit and competencies. The personnel function also should be structured appropriately.

1.21 TECHNIQUES OF HRD

Techniques of HRD are also called HRD methods, HRD instruments or HRD mechanisms or HRD subsystems. They include

(i) Performance Appraisal
(ii) Potential Appraisal
(iii) Career Planning
(iv) Career Development
(v) Employee Training
(vi) Executive Development
(vii) Organizational Development
(viii) Organizational Change
(ix) Social and Cultural Programme
(x) Worker’s Participation in Management
(xi) Quality Circles

1.22 PERFORMANCE APPRAISAL

**Meaning and Definition:**
In simple terms, performance appraisal may be understood as the assessment of an individual performance in systematic way, the performance being measured against such factors as job, knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility, health and the like. Assessment should not be confined to past performance alone. Potentials of the future performance must also be assessed.

A formal definition of performance appraisal is:“It is systematic evaluation of the individual respect to his or her potential for development.”

**Objectives of Performance Appraisal:**
Data relating to performance assessment of employees are recorded, stored and used for several purposes-

The main purposes of employee assessment are:-

(i) To effect promotion based on competence and performance.
(ii) To confirm the services of probationary employees upon their completing the probationary period satisfactory.

(iii) To assess the training and development needs of employees.

(iv) To decide upon a pay raise where (as in the unorganized sector) regular pay scales have not been fixed.

(v) To let the employees know where they stand insofar as their performance is concerned and to assist them with constructive criticism and guidance for the purpose of their development.

(vi) To improve communication. Performance appraisal provides a format for dialogue between the superior and the subordinates, and improves understanding of personal goals and concerns. This can also have the effect of increasing the trust between the rater and the ratee.

Finally, performance appraisal can be used to determine whether HR programmes such as selection, training and transfer have been effective or not.
FIGURE-1.3

Performance Appraisal Process

- Objectives of Performance Appraisal
- Establish Job Expectations
- Design an Appraisal Programme
- Appraise Performance
- Performance Interview
- Use Appraisal Data for Appropriate Purposes
Challenges of Performance Appraisal

• Create a culture of excellence that inspires every employee to improve or lend himself or herself to be assessed.

• Align organizational objectives to individual aspirations.

• Clear growth paths for talented individuals.

• Provide new challenges to rejuvenate careers that have reached the plateau stage.

• Forge a partnership with people for managing their careers.

• Empower employees to make decisions without the fear of failing.

• Embed teamwork in all operational processes.

• Debureaucratise the organization structure for ease of flow of information.

POTENTIAL APPRAISAL

We have already remarked that appraisal is one of the most important aspects of human resource development and management. Every such appraisal must have a component of potential appraisal. It evaluates the potentialities of the members of the organization, particularly potentials of executives and people to take up critical jobs, and potentialities of key executives to accept greater challenges. In view of the dynamic nature of business, development of new technology, expansion and modernization, diversification, market penetration, line expansion, new market development, and such other situation, potential people must be located in advance, trained and got prepared to take up greater responsibilities and challenges in future. Potential appraisal is needed in such situation.
In the dynamic business environment of today, changes of great magnitude occur very often, and key positions fall vacant frequently. Business philosophy, policy and strategy no more remain static, resulting in new challenges. In fact potential for career advancement of every executive, skilled employee and technocrat must be periodically assessed. Their aptitude for a particular kind of work, their vision, motivation, organizational commitment, loyalty, the specific type of tasks, must be ascertained periodically so that the capabilities and preparedness of people to perform new roles and handle different sets of responsibilities can be determined. People with aptitude, willingness and commitment can be trained and developed for new roles on the basis of potential appraisal. Hence, potential appraisal must be incorporated with every HRD programme.

• CAREER PLANNING AND DEVELOPMENT\textsuperscript{16}
No human resource development can be acceptable to the people of any organization, if it fails to provide opportunities for individual employees to have bright career prospects. It is for this purpose that human resource development integrates career planning and career development with it. Career planning is closely linked with both human resource planning and human resources development. HRD must therefore, incorporate career development too.

Proper career planning also leads to career development. It develops the career of every individual executive, which results in adequate growth of the career of every employee. Hence succession planning is closely linked with career planning and development.

\textbf{1.23 EMPLOYEE TRAINING}

\textbf{METHODS OF TRAINING}

\footnotesize{\textsuperscript{16}V P Micheal, HRM AND Human Relation 5th Edition, p 191}
The form and types of employee training methods are inter related methods are multi faced in scope and dimensions and suitable for a particular situation.

**Various methods are categorized in two ways:**

1. On the Job method
2. Off the Job method

![Training Methods Diagram]

- **On the Job Method**
  1. Job rotation
  2. Couching
  3. Job instruction
  4. Training through step by step
  5. Committee Assignments

- **Off the Job Method**
  1. Vestibule training
  2. Role Playing
  3. Lecture method
  4. Conference or Discussion
  5. Programmed instruction

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17P. SubbaRao, Personal and HRM, 3rd Edition, p. 159
TRAINING AND DEVELOPMENT IN HOTELS

Training within a hotel provides best opportunity to influence the attitude and performance of the employees. The training programmes included are as such are introduction, fire, food, hygiene control of substances hazardous to health manual handling, first aid, technical skills, product knowledge, customer service etc. In many other areas there is a statutory requirement to carry out training. In small hotels the various aspect of personnel functions are the responsibility of the hotel manager. Medium size hotels delegate this responsibility to Assistant Manager. Whereas in large hotels due to increasing the size of operation. The HR function is the responsibility of a separate HR dept. headed by HR Manager.

Training and development activities are designed in order to impart specific skills, abilities and knowledge to employees.

Effective training is basic ingredient of success in the hotel industry. The concept of training is endorsed my most managers in the hotel industry, yet managers often give little thought to the training function in the context of their own business or departmental responsibilities until something goes wrong! One of the main problems in hotel industry is that investment in training and development of employees is a reactive process for many companies. Frequently, training and development arises as the result of significant change in the operational environment or as a consequent of crisis such as staff turnover or major departmental problems. Training is then used to cope with the immediate difficulty. This process may be proved costly to hotel. Whereas development refers to learning opportunities designed to help employees grow and evolve a vision about the future.

Here the job of HR is to identify the training need and then accordingly to design the suitable programme for that. Training within a hotel provides the best opportunity to influence the attitude and performance of employees. The training programmes include is such as introduction, fire, food hygiene, control of substances hazardous to health, manual handling first-aid, technical skills, product knowledge, and customer service.
• **Objectives of Training Dept**

In a well established hotel there is a separate training division or dept. And its objectives are:

(i) To improve recruitment.

(ii) To increase output and sales.

(iii) To improve employees knowledge, skill and attributes to work.

(iv) To improve employee’s loyalty.

(v) To reduce breakage, waste of material and misuse of equipment.

(vi) To improve image of the hotel

(vii) To reduce accidents.

(viii) To reduce absenteeism.

(ix) To reduce labour turnover.

(x) To reduce stress on management

(xi) To improve efficiency and accuracy.

• **EXTENSIVE COVERAGE OF TRAINING PROGRAMME AT TAJ**

At Taj the employees are there assests. They believe that every employee has the potential to make a successful, long-term career within the company, upholding the true values that have been the foundation for the phenomenal growth of the Taj Group. He or she is the very reason for their survival.

• **Taj Management Training Programme (Operations/Food Production/Housekeeping):**

This intensive management training programme prepares young people as thorough professionals with the Taj Group of hotels.
• **Taj Hospitality Training Programme**

The Taj hospitality training (THT) program has been designed to train the trainees to the level of “Supervisor” in any of their operational departments. “Learning comes by doing”, based on this principle the on-the-job training is build in as very important component of entire program. Recruitment for this programme commences in all key hotels schools and graduate colleges in the country in the months of October/November.

The THT program follows a systematic process including induction, theory classes, on-the-job training, evaluation, appraisals and assessments.

• **Taj Management Training Programme**

Each year, the Taj Group fortifies its operations functions with raw talent from the best hotel and graduate schools in the country. The group offers the Taj Management Training Programme (TMTP) management-training program comparable to an MBA in hospitality that moulds young budding hotel professionals into future business managers. A typical career path could include joining as a Taj Management Trainee and attaining the position of a general manager of a hotel by lateral movements through various functions such as Human Resource, Sales, Food & Beverage and Front Office.

An 18-month intensive management training programme that prepares for profit centre management in the Taj Group.

• First 12 months, the Management trainee focuses on practical (On-the-Job training) and theoretical exposure to the fundamentals in hoteliering.

• Next 6 months, the management trainee receives inputs that combine elements of management including Management Development, Architectural Appreciation, Human Resources, Materials Management and Accommodation.

6 months training as a Shadow Manager/Shadow Chef (mentorship by a senior manager/mentoring chef).
The program provides educational exposure and development commensurate with an MBA in hospitality. The management trainees are also expected to complete live projects during their training period.

- **Food Production**

  The Taj Management Training Programme – Food Production is the premier hospitality management-training programme for culinary education in the country. The TMTP-Food Production Programme focuses on culinary skills and the managerial ability to run kitchen operations. Recruitment for this programme commences in all key hotel schools in the country in the months of October/November.

  It includes:

  - An 18-month intensive management-training programme, which prepares trainee for Profit Centre Management in the Taj Group.
  - 6 months training as a shadow manager/shadow chef (mentorship by a senior manager/mentoring chef).

  In order to sustain their position of strength in Food and Beverage, participants undergo specialization in cuisines of the world. There is a special emphasis on creating chefs with internationally acclaimed skills.

- **Housekeeping Executive Development Programme (HEDP)**

  HEDP is a one year intensive housekeeping training programme, which prepares trainee for a career in housekeeping and accommodation in the Taj Group. Recruitment for this programme commences in all key hotel schools in the country in the months of October/November.

  During the first 6 months of the programme, the management trainees undergo technical training in classroom accompanied by on-the-job exposure. Inputs include interiors, finance, human resources, architectural design, fabric and styling. The next 6 months include on-the-job training in a Taj hotel as an understudy to a mentoring executive housekeeper.
This is an exclusive “Earn while you Learn” opportunity, offering attractive stipends to programme participants.

- Stipend + benefits
- Subsidized accommodation during the training period.

**1.24 MANAGEMENT DEVELOPMENT**

Development refers to those learning opportunities designed to help employees grow. Development is not primary skills oriented instead it provides general knowledge and attitudes which will benefit to employee in higher positions efforts towards development often depend on personal drive and ambition. Development activities such as those supplied by Management developmental programmes, are generally voluntary in short it may be stated that training is offered to operatives where as developmental programmes are meant for employee in high positions.

**OBJECTIVES**

The management development programmes are organized with a view to achieving specific objectives. They are-

(i) To overhaul the management machinery.

(ii) To improve the performance of the managers.

(iii) To give the specialist an overall view of the functions of an organisation and equip them to co-ordinate each others efforts effectively.

(iv) To identify persons with the required potential and prepare them for senior positions.

(v) To increase morale of the members of the management group.

(vi) To increase versatility of the management group.
(vii) To keep the executive abreast with the changes and development in their respective fields.

(viii) To create the management succession this can take over in case of contingencies.

(ix) To improve thought process and analytical ability.

(x) To broaden the outlook of the executive regarding his role positions and responsibilities.

(xi) To understand the conceptual issues relations to economic social and technical areas.

(xii) To understand the problems of human relations and improve human relation skills and

(xiii) To stimulate creative thinking.

Achievement of the above stated objectives is very difficult as some factor inhibit the management development process.

- **QUALITY CIRCLE**

One of the popular QWL programmes is the QC programme in the United States. A quality control circle is an autonomous group of few workers led by a foreman/supervisor or a senior worker at the grass root level. It is a study group which is involved in solving job-related quality problems. It enables to improve methods of production. It is also focused on self development of workers including development of the leadership abilities, skill development among workers, improvement of worker morale and motivation, and promoting team spirit and team work within the work group. The total work life of the people at work improves if the programme is sincerely implemented.
Quality control circle is composed of members ranging from 3 to 20, which is able to solve many of the workers and workshop problems. Job related quality problems or problems of improving methods of production are the main concern of quality circle. The circle meets regularly to discuss and solve many of the quality problems. The meetings can be held even during working hours with the permission of the management. Many such circles function within one factory unit, and such circles are formally independent. Any circle is at liberty to have common meetings with any other circle for discussion common problems. Generally, circle jointly work on common problems. All members are given specific problems and assignments which are expected to be completed by them before the next meeting.

- **GRIEVANCE HANDLING**

Individuals, who form the organization, may have grievances against the organization. Certain needs or demands of organizations own members, which they feel legitimate to be satisfied by the organization, but not provided for by the organization, become their grievances. It may lead to discontentment and grudge on the part of the respective individual. In order to gain cooperation of organizations own people their grievances are required to be settled. Moreover, without settlement of the grievances, HRD programmes may not be effective. Hence, a proper grievance handling machinery should be established in conjunction with the HRD intervention. While genuine grievances must be settled and redressed judiciously, unrealistic and false grievances can be tackled with the help of effective counseling. Covert grievances breed disappointment, discontentment, a feeling of grudge and problem emotions, resulting in low morale, low organizational commitment, and even weak temperament. A person, who is subject to such weak emotions, may not be able to positively react to the efforts made by his organization for human resource development. Hence, an organization’s HRD system must have a grievance handling machinery with it.

It acts as a safety valve since it helps to unearth and surface human problems in an organization. It helps the management to convince its people about its sincere
intentions to redress their grievances. Even if the grievances are not sometimes settled in favour of the concern of the management about his grievances. His ego is satisfied when the management gives a patient hearing of his grievances He gets a sense of solace when he is convinced that the management recognizes his problems.

- **EFFECTIVE COUNSELING**
  Counseling is an indispensible function of human resource development and management. Career planning, which is closely associated with human resource planning and development, is preceded by career selection. Very often individual executives and employees are in a dilemma to choose between various options and alternatives. This is particularly so when more than one career options are available before an individual. In such situations, career counseling has a great role to play. Once a proper career is chosen, development is easier. Many individuals, who failed in their lives. It is here that the counseling helps in HRD.

  There are occasion where the individual reaches the cross roads where he needs a proper guidance to opt for a proper path. All HRD programmes are bound to fail in such situations, if the individual looses sight of the correct path. A proper counseling alone will be able to help their. There are other situations of preventions, problem emotions and provocations in every individuals work life. On all such occasions, counseling has a very great role to play. Hence counseling must be closely linked with HRD.

- **COMPENSATION AND REWARD SYSTEM**
  Every individual offers his services to an organization primarily for a compensation to satisfy his needs. Hence, any compensation plan must take into account the individual needs (various types of needs). we attempt to throw some light on reward as an element of human resource development.

- **REWARDS**
  By the term rewards, we mean recompense in return to a specific service rendered by a person to the organization. It is a reward or a return in addition to
wages, allowances, remuneration, bonus, etc. which are considered to be a part of compensation which we have dealt with separately. It can be a prize which represents a merit or talent revealed, expressed or achieved. Reward follows achievement.

Any valuable contribution, suggestion, behavior, skills, achievement, service, innovation, invention, capability, etc. deserve recognition, appreciation and rewards. Certificate of appreciation, advance increments, medals, prices in kinds, monetary awards, public recognition, appreciation by the top boss, admission to top management club, recognition at the overall company level, merit certificate, special privileges, even promotion (in exceptional cases) and so on can be used as rewards to motivate employees to make extra ordinary contribution to the organization.

Awards and rewards not only recognize and motivate people, but communicate organizational values to its people. They also convince the members of the organization about their worth and value in their organizations, and hence they would make greater efforts to achieve them. Acquisition of superior knowledge and capability, application of positive attitudes and skills, etc., must be specially rewarded and recognized. Sufficient publicity and media coverage may also be given for such awards.

- **EMPLOYEE WELFARE**

Employee (managers, executives or workers) has a concept of welfare to be derived from his employment. Employee welfare includes executive welfare and labourwelfare. When an organization succeeds to satisfy all the needs of the executives, it can be considered as executive welfare. Job security, expected salary level, promotion and career growth prospects a higher reward system, etc., may contribute to executive welfare. HRD approaches backed by human values have a greater potentiality to provide executive welfare.
HUMAN RESOURCE INFORMATION SYSTEM

A well formulated information system must form part of any human resource development system. All the necessary information about all employees and executives of the company backed by a data bank must be included in such a system. Basic information about each and every employee, including training needs, programmes attended, potential appraisal records, performance records of accomplishments and rewards, all such information should be updated and stored. Such information can be retrieved whenever required for training and development purposes, career development needs, promotions, rewards or punishments, special projects and so on. Who can be developed for what job can be decided upon with the help of HRIS. Hence human resource development must be backed by human resources information system.

In the context of the recent developments in business, particularly dynamic technological development, human resources information system has a special significance. In large organizations computerized Human Resources Information System (CHRIS) can play a very vital role. It not only stores and retrieves information regarding training details and information about those who undergo the various types of training which would be helpful both in potential appraisal and performance appraisal.

Effective communication is an essential aspect of human resources management. Human resources information system helps the communication process in an organization. (We deal with communication separately.) CHRIS is thus an effective tool in the tool kit of human resource managers for HRD in particular and HRM in general.

1.25 WORKING CONDITION

Working condition is a very important element in an organisation. Because its all depends on the atmosphere where the employees are working that’s why
working condition is an essential part so all organisation are trying to increase the level of good working condition and to provide better service.

We have to know through magazine reports that the organisation is running smoothly and why they are not facing the problem in between employees and management. It is only because of better working conditions the relation of employees and management is improving.

The concept of working condition has now taken a scientific ideology behind it. Health and joyous condition of work will make the employees free from botheration of work, this environment makes them to feel the work as a nice and increasing game.

There are many factors and issues involved in working efficiency. Better working condition and environment is basic requirement of any organisation without sufficient and proper working condition the employee of any organisation can’t work with full moral mental and physical capabilities.

The condition under which a person works influences his quality of work, efficiency, psychology and his health. It is not possible to carry on work under unhealthy surrounding. It is a matter of common knowledge that healthy, bright and inspiring environment leads to work more than dirty, sullen and unhealthy environment.

**Working condition in Human Resource Development**

Working condition means the environment in which the employees are supposed to work. There are several types of employees existing in the organisation like temporary, permanent, casual and probationary apprentices. However in Indian organisation we have seen that employees are mostly permanent. Human beings are live factors of production having their own ideas emotion. They cannot be used physical assets. There should be a change in working criteria in modern business era. It is stated that “Manage you man they will manage everything”. Like this entire all above matters, if proper environment to employees they will
be able to work more efficiently and ultimately the benefit goes to management of the organisation.

The concept of working condition has how taken a scientific ideology behind it. Health and joyous condition of work will make the employees free from botheration of work, this environment makes them to feel the work as a nice and interesting game.

Almost all companies have understood the importance and necessity of working condition and how they allocate some percentage of their total expenditure and providing proper working condition to the employees. this enables then to get more efficient work from the employees.

There are many factors and issues involved in working efficiency. Better working condition and environment is basic requirement of any organisation without condition the employee of any organisation cannot work with full formal, mental and physical capabilities.

- **SAFETY AND HEALTH ISSUE**
  Since the hotel industry, is the service industry, hence the safety and health aspects of employee is concern for the organization, as employee are assets of service industry. The whole and soul responsibility of employee health and safety measures lie on the shoulder of HR department. Hence such types of measures reduce the chances of accidents.

- **FEEDBACK**
  Every HRD system must have built in sub system for feedback. Feedback from the employees, who are subject to the HRD intervention of the organization, enables the organization to determine whether the intervention is effective. It is also provides information about the performance of the people who work for the organization. When feedback is linked with goal setting, the result is bound to be positive as Nemeroff and Consention (1979) have observed. This is in consonance with the basic psychological principles that knowledge of results is a necessary condition for effective learning. One may not improve his
performance if he does not hope for positive result. It means that HRD intervention facilities the process of linking goals setting and feedback. As a good result is expected, positive efforts are imminent, and then feedback is bond to be realistic.

Thus the feedback system makes the HRM and HRD activities function effectively. While the HRD manager gets a periodical awareness of what is going on the organization through his feedback system, it not only keeps the management informed about the functioning of the HRD system, but about the functioning of the whole organization. On the other hand, it motivates the executives to strive hard to accomplish the goals effectively. Similarly, the whole evaluation and appraisal process has its main input through feedback. Feedback must, therefore, be an integral part of human resource development and management.

• **JOB SATISFACTION**

Low job satisfaction is one of the surest signs of deteriorations conditions in an organization. It may be the result of grievances low productivity, disciplinary problem and other organizational difficult.

On the other hand high job satisfaction gladdens the hearts of the administrators, because it tends to be connected with positive conditions that the administrators want. The result of effective behavioral management is high job satisfaction. It furnishes a measure of the progress that has been mode in developing a sound behavioral climate in an organization.

Job satisfaction is a part of life satisfaction. The nature of one’s environment of the job does affect one’s feeling on the job similarly, since a job is an important part of life job satisfaction influences ones general life satisfaction.
MOTIVATION

Motivation is an internal driving force, which results in persistent behavior directed towards a particular goal. Thus, people who are motivated are drive by desire to achieve the goal that they perceive as having value to them.

If people are pushed they are merely reacting to pressures. They act because they feel that they have to do so however, if they are motivated they make the positive choice to do something because they see this act as meaningful to them. So the level of the performance of an employee is a function of his abilities and motivation. The first determines what he can do; the second determines what he will do. Where there is strong positive motivation the employee output increases, but where it is negative or weak positive motivation his performance level is low.

In any organization employees are hired, trained and remunerated. It is not like that after paying the remuneration to the employees the duty or responsibility of the organisation is complete. The organisation has to motive their employee for better performance and to increase employee’s efficiency. The HR specialist must use several ways to motivate the employees.

Motives are the expressed needs and could be conscious or subconscious. They are always directly towards goals. These motives derive proper to act. Needs are more basic than wants. A need may lead to different wants for different level of people. This differentiation comes from the influence of environment in which one lives. For achieving what a person wants, he will think about alternative actions will be required to be taken by him, he will then evaluate these possible actions and then select the one with the least cost.

Motivation in the work place is the willingness to exert high level of efforts towards organizational goals, conditioned by the effort, ability to satisfy some individual needs. Employees will be motivated to carry out the assigned task to
the extent if doing so satisfies their personal needs. Work is, thus viewed only as an effort to satisfy needs and expectations.

**IMPORTANCE OF HRD POLICIES IN HOTEL INDUSTRY.**

- **HRM in hotel industry**
  HRM management is integrated into the strategic management function of the organization than to the consequences. This integration may have for the nature and quality of HR techniques and activities. A key feature of HRM approach is the creating of highly individual relationships between employees and the employer in which collective representation and action – e.g. trade unions – is discourage and individual employees are instead encouraged to enter into a more personal relationship with their employer of HR manager. In general HRM context great emphasis is placed on quality in the belief that the quality of the organization and its output is closely related to the quality of human resource.

- **HRD in hotel industry**
  HRD is a continuous process, which matches organizational needs for human resources and the individual needs for a career development. It enables the individuals to gain their best human potential by attaining a total all round development. It promotes dignity of employment of every employee of an organization and provides opportunity for team work personal development and career development. Such a human resource development system may have the following elements.

  (i) Development of leadership
  (ii) Career planning and development
  (iii) Performance Appraisal
  (iv) Potential Appraisal
  (v) Effective Counseling
(vi) An effective grievance handling
(vii) Technical development
(viii) Supervisory development
(ix) Training and educating
(x) Succession planning
(xi) Feedback

1.26 HRD MODELS

Human Resource Manager needs to practice the “hard” goals of productivity and competitiveness through the “software” of HRD simultaneously. Experts have developed a few integrated models in different context, which are of use to HRD professionals to influence their top management at first and later the entire organization.

Following are the HRD models:

(i) Corporate Development Model
(ii) Industrial Harmony Model
(iii) System Effectiveness Model
(iv) Institution Building Model

(i) Corporate Development Model

This model (Chart 1.3) brings together a simultaneous thrust on:

(a) Strategic Management
    [Through a corporate planning system] and

(b) Organization Development
    [Through structure, process and climate interventions]
## Corporate Development Model

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**CHART-1.3**

SM = Strategic Management

OD = Organization Development

(ii) **System Effectiveness Model**

This model (Chart 1.4) brings together a five-step framework to enhance the effectiveness of system for planning, quality, productivity etc. This is illustrated with respect of Quality System.

(a) Create collective clarity about the end object of Quality System to bring quality of life to the employees, customers and internal and external stakeholders.

(b) Top management commitment to a philosophy of quality, ensuring following principles: Quality is profitable. Quality is a basic essential, not an optional extra. Quality is universal and invisible.

(c) Converting management beliefs on quality into an organizational climate for quality through communication, leadership, reorganization and reinforcement.

(d) Joint design, implementation audit and update of quality system reaching towards international standards.

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(e) Training and retraining the quality related technical and behavioural skills at all levels to enable intelligent use of quality systems.

System Effectiveness Model

Quality Philosophy (b)

Organization-Wide Climate For Quality (c)

Joint Design, Audit and Training And Retraining Update of Quality Systems (d) To Upgrade Quality Related Skills (e)

End Objectives Quality Of Life And Quality Of Work Life (a)

CHART-1.4

(iii) Institution Building Model

This model (Chart 1.5) raises the issues of productivity and competitiveness to the level of trusteeship of the enterprise. The two key features of Business Institution are:

(a) A societal valued, efficient and effective business enterprise.
(b) A community not of “employees” but “members” with a collective commitment to productivity & competitiveness to make contribution to society.

HUMAN DEVELOPMENT REPORT 2010

UNDP on November 4, 2010 released its 20th human development report with the theme “The real wealth of nations: Pathways to Human Development”.

According to this human development report 2010, India is one of the fastest progressing country in the world in terms of its exponential economic growth.

India has been classified in the medium human development category, placed at 119th rank out of 169 countries. India scores HDI value above average amongst south Asian countries, but below average among other medium human development countries such as China, Sri lanka and Thailand.

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21 SuccessMirror, December 2010, p 145.
TABLE: 1.1

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<td>GNI per capita (PPP US $)</td>
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The top five countries in 2010 Human Development index (HDI) rankings of 169 countries are Norway, New Zealand, the United States and Ireland while the bottom five are Mozambique, Burundi, Niger, Congo and Zimbabwe.

Oman, Nepal, Indonesia, Saudi Arabia and Algeria are in the top 10 list of the fastest gainers in human development over the past 40 years. Six of the nine South Asian Countries Afghanistan, Bangladesh, India, Iran, Nepal and Pakistan registered noteworthy progress in human development.

GUIDELINES OF EMPLOYMENT IN THE HOTEL SECTOR

The growth of the hotel industry is linked closely to this sector. Across the nation, hotels and motels are a welcome haven for weary travelers. For vacationing families and persons whose jobs take them out of town, a comfortable room, good food, and a helpful hotel staff can make being away from home an enjoyable experience. They may be overnight guests at a highway hotel, spend several days at a towering five star hotel, or relax for a wee at a

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22 AtulShrivastava, Modern Hospitality and Tourism Management, 1st Edition, p 18
large report complex with tennis courts, a golf course and a variety of other recreational facilities. Rise in corporate activity and the hotel industry is not focusing on business with this segment.

Manpower requirement for hotels is on the rise. Star hotels require specialized trained staff for their various departments: food and beverage, housekeeping, accounting, marketing, recreation and other services, computer applications, financial management, engineering, maintenance, security fire fighting and public relations. These jobs have become increasingly challenging and in recent times. With sophisticated technology gaining prominence automation will play a major role in the service sector but the compulsions of personalized attention in this service industry will continue.

Human resource employed by the hotel industry up to 2001 has match the extension of room space, almost an additional 125000 rooms. Each room in a five star hotel needs 3 persons in jobs with direct responsibilities while many more persons indirectly assist the core group. The core professional entering the industry have been over 200000 in this century.