

SEMESTER-II

SUBJECT: MARKETING MANAGEMENT & HUMAN RESOURCE MANAGEMENT

TOPIC: NATURE & SCOPE OF HUMAN RESOURCE MANAGEMENT

DEFINITION:

Human Resource Management (HRM) can be defined as the functions of planning for human resource needs, recruiting, selecting, developing, compensating and evaluating performance of human resources for the achievement of individual, organizational and social needs. In addition to it, non-supervisory employees interested in their own compensation, training, and career development should understand the basics of personnel management to be able to assess the effects of changes in personnel policies on their career.

OBJECTIVES OF HRM:

The objectives of HRM are as follows.

- 1) To maintain good human relations within the organization.
- 2) To maximize the potential of each employee in order both to attain the organizational goals and ensure individual career advancement and personal dignity.
- 3) To generate maximum individual or group development within an organization by offering opportunities for advancement through training and job evaluation or by effecting transfers or by offering retiring benefits.
- 4) To provide fair, acceptable and effective leadership.
- 5) To provide facilities and conditions of work and favorable atmosphere for maintaining stability.

IMPORTANCE OF HRM:

HRM has unique significance in every organization because, it makes possible the effective use of human resources along with material resources. Effective HRM has significant value in an organization in turns of the following:

- 1) It helps in attracting and retaining competent and capable personnel in the organization. The planning function ensures recruitment of different types of personnel in short and long term.
- 2) It motivates personnel to excel in their work
- 3) It provides maximum opportunity for personnel development.
- 4) It helps to identify the best people for available jobs through recruitment and selection procedure. It also ensures that they are placed in suitable position.
- 5) Through performance appraisal and training, it enables individuals to develop skill, knowledge and attitude different from those, they currently possess.

ROLE OF HUMAN RESOURCE MANAGEMENT IN INDUSTRY

An Industrial society is conspicuous by the complex nature of forces which influence the behavior of individuals and groups within and outside their workplace. The focus of HRM for a long time in the past has been management of industrial relations including employer's relationship with individual employees and the relationship between the management and organized unions. Even now, when the industrial conflicts and disputes pose serious problems to the management, the personnel managers attach highest priority to the settlement of industrial disputes than anything else.

The role of human resource management in industry is underlined by the complex and dynamic nature of modern large-scale industries. The impact of technology on organization – structure, necessity of behavior modifications from time to time, politicization of worker's unions and the growing consciousness of the industrial employees about their rights and privileges, have made the role of HRM, increasingly more important in industrial undertakings. The task has also been facilitated by the greater recognition of the value of human capital in the industry and application of modern techniques of human resource development by top management with a professional bias.

ROLE OF HUMAN RESOURCE MANAGER

Human Resource Manager plays a vital role in the modern organization. He plays various strategic roles at different levels of organization. The important roles of human resource manager in any organization are as follows:

1) The Conscience Role:

The conscience role is that of a humanitarian who reminds the management of its moral and obligations to its employees.

2) The Mediator:

As a mediator, the HR manager plays the role of a peace-maker. He settles the disputes between employees and the management. He acts as a communication link between both of them.

3) The Spokesman:

He is a frequent spokesman for or representative of the company.

4) The Counselor:

Employees who are dissatisfied with the present job, approach the HR manager for counselling. The HR manager counseles and consult the employees and offer suggestion to solve or overcome the problems of the employees.

5) The Problem Solver:

He acts as problem-solver with respect to the issues that involve human resource management and overall long range organization planning.

6) The Change Agent:

He acts as a change agent and introduces changes in various existing programs. He also performs various other roles like welfare role (i.e. 1. managing employee services like

canteen, grain shops, transport, co-operatives etc. 2. Group counselling, motivation and leadership communication, 3. Research in personnel and organizational problems), clerical role, decision making role, policy initiation and formulation etc.

HUMAN RESOURCE MANAGER AS A SPECIALIST

The HR department has staff relationship with other departments or managers in the total organizations. It is responsible for advising management from the Managing Director to the lowest line supervisor in all areas relating to personnel management and industrial relations. It also performs various functions of employment, training and development. HR manager represents the management in many of the relationships that affect the organization as a whole. It is also responsible for representing various workers problems to the management.

MULTIPLE CHOICE QUESTIONS:

- 1) HRM is the process of
 - (a) Acquiring employees
 - (b) Trained employees
 - (c) Placement of employees
 - (d) All of the above**

- 2) Which of the following is the operative function of HRM
 - (a) Personal research
 - (b) Employee Welfare
 - (c) Both (a) & (b)**
 - (d) Directing

- 3) The scope of HRM cover :
 - (a) Personal aspect
 - (b) Welfare aspect
 - (c) Industrial Relation Aspect
 - (d) All of these**

- 4) Counselling & compensation of employees is a part of
 - (a) Leadership
 - (b) Staffing**
 - (c) Planning
 - (d) Controlling

- 5) The importance of HRM are
 - (i) Selection of right employee for right job
 - (ii) Help to mitigate the grievances of the employee

- (iii) Put more emphasis on individual work than group work
 - (iv) Public Relations are relaxed
 - (a) (iii) & (iv)
 - (b) (i) & (ii)**
 - (c) (i) & (iii)
 - (d) (ii) & (iv)
- 6) What are the unique characteristics of human resource?
- (a) Human resource is managing other resources
 - (b) Human resource is emotional
 - (c) Human resource appreciates with time
 - (d) Human resource possesses physiological, psychological, sociological and ethical Components
 - (e) All of the above.**
- 7) Motivation is
- (a) Situation
 - (b) Attitude
 - (c) Both (a) & (b)**
 - (d) None of the above
- 8) Human resources are capital of type:
- (a) Social
 - (b) Intellectual
 - (c) Both (a) & (b)**
 - (d) None of the above
- 9) In regards to organizational culture & organizational climate:
- (a) Organizational culture acts in the back end & organizational climate in the forefront**
 - (b) Organizational Climate acts in the back end & organizational culture in the forefront
 - (c) Neither (a) nor (b)
- 10) HRM is
- 1) An inherent part of management
 - 2) Basis to all functional areas
 - 3) A discontinuous process**
 - 4) Encompasses activities related to personnel
 - 5) None of the above