FUNDAMENTALS OF HRM

## CHAPTER 10 Module B ABM By Ashish Sir

goals

Organizations are nothing but the resources of men, money, materials and machinery collected, coordinated and utilized.

These **resources** by themselves cannot fulfill the objective of an organization. **They need to be united into a team.**

It is through the combined efforts of people that material and monetary resources are effectively utilized for the achievement of common objectives.

Organisation is the rational and planned coordination of the activities of a no of people for the achievement of some common organizational goals through division of labour and through a hierarchy of authority and responsibility. **By Edger Schein**
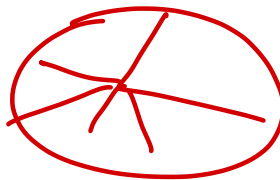
AUTHORS AND THEIR WORK

1. Peter Drucker (in the book Land Marks of Tomorrow) no matter how much we can quantify, the basic phenomenon *measure* are qualitative ones such as change, innovation, risk,

judgment, dedication, vision, reward and motivation.

2. **Robert Owen** (1771-1858) Best investment of an organization is in worker. **He called worker vital machines.**

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3. **Charles Babbage (1792-1871)** – A professor of mathematics an advocate of **division of labour**. He believed in applying scientific principles to work processes for increasing productivity and reducing expenses.

4. **Frederick Taylor (1856-1915) -** He is famous for his concept of Division of Labour and Time & Mother studies.

→ Behavioural aspect

5. **Grant and Gilberths -** They substantiated Frederick Talylor's concepts.

Major assumptions of approach of Frederick Talylor are:

a. Task can be broken down to simple units for people to understand and perform

b. People do a given activity in return for money

c. People will have to do what is defined by organisation and in turn by technology.

This approach ignored vital aspects of human behavior (1) it concentrated on activities related to work only and behavior aspect not taken into account.

6. Elton Mayo and others at Western Electric Company (1924-33) - Impact of Human Studies is landmark in evolution of management thought and human approach in management.

7. Researchers like Chris Argyris, A. Maslow, Douglas McGregor and Fredrick Herzberg Highlighted dimensions of motivation.
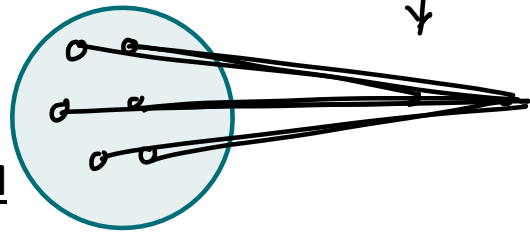
Author	Contribution
Peter Drucker	Highlighted qualitative aspects like change, innovation, and motivation.
Robert Owen	Called workers the 'vital machines' of an organization.
Frederick Taylor	Pioneered scientific management with concepts like Division of Labour.
Elton Mayo	Introduced human studies and their impact on management.

<u>MEANING & DEFINITION OF HRM</u>

Human Resource Management (HRM) is defined as a **set of policies, practices & programme** designed to achieve both personal and organizational goals.

Human Resource Management is an independent department and is composed of various sections

- Recruitment and retention   *RR*
- Performance and appraisal management   *PAR*
- Human resource development   *HRD*
- Compensation   *Co*

==*Human resource management refers to the art of managing all aspects of human workforce in the organisation.*==

It aims at providing **optimal working environment** to the employees so that they could utilise their skills fully and freely to achieve the organisational goals.   *HRD ← HRM*

==**Human resource development**== is a subcategory of human resource management and it focuses on **nurturing**

employees skills. It aims at developing a superior workforce so that the company and the individual employees may achieve their work goals.

Role of HR professional is now a **specialised job** and individuals having **special qualifications and skills** can join the organisation as specialist professionals.

Traditional functions of HR were ensuring attendance, ensuring output and quality, good working conditions, safety and hygiene etc. Later on these functions became **legal obligations.**

These offices also **deal with misconduct and disciplinary enquiries.**

Focus on the activities like recruiting, training, promoting and compensation made the personnel function more important.

PAREEK AND RAO GROUP THE MULTIPLE FUNCTIONS UNDER FIVE GROUPS

"Smart Systems Manage Competent Processes"

- **S**mart → Supportive Role
- **S**ystems → System Development and Research Role
- **M**anage → Managerial Role
- **C**ompetent → Role of Developing Competence
- **P**rocesses → Process Role

Pareek & Rao

#1 SUPPORTIVE ROLE: relates to the strengthening of the operating and executive levels and consolidating the strengths in an organisation.

#2 ROLE OF SYSTEM DEVELOPMENT AND RESEARCH: deals with the development of systems those deal with people their problems and organisational dynamics

#3 MANAGERIAL ROLE: performing managerial functions like planning future manpower, recruiting, utilising bi placement, retaining, motivating or integrating people and their role, performance and potential management, planning the individual growth

#4 **ROLE OF DEVELOPING COMPETENCE:** this refers to developing technical, managerial and processing competence among the human resource

#5 **PROCESS ROLE:** creating necessary culture and values in the organisation diagnosing the problems at organisational level and taking corrective action

Function Group	Description
Supportive Role	Strengthening operating levels and consolidating organizational strengths.
System Development	Creating systems to manage people, their problems, and dynamics.
Managerial Role	Recruiting, retaining, and planning individual growth.
Developing Competence	Building technical and managerial skills.
Process Role	Fostering culture and values while addressing organizational problems.

ATTRIBUTES OF HR PROFESSIONALS

Technical attributes:

1. knowledge of **performance appraisal system** and their functioning

2. Knowledge of **potential appraisal and mechanism** of developing a system.

3. Knowledge of various tests and **measurement of behavior**

4. ability to **design and coordinate training program** at worker and supervisory level

5. Professional knowledge of **personnel and management**

6. Knowledge of **behavioral sciences**

7. Understanding of **overall organizational culture**.

8. Knowledge of **career planning, processes** and practices

9. Knowledge and skills in **counseling**

Managerial attributes

1. **O**rganizing ability

2. Systems development skills

Personality

1. Initiative, imagination and creativity

2. Positive attitude towards others

3. Concern for excellence

4. Ability to work as a team member.

The term 'vital machines' for workers was coined by _____.	
Frederick Taylor is known for his concept of _____.	
Pareek and Rao grouped HR functions into _____ categories.	
The HR role that involves fostering culture and diagnosing problems is called _____.	
Peter Drucker highlighted _____ aspects like change, innovation, and motivation.	
The subcategory of HRM focused on skill development is called _____.	
The process of analyzing time and movements to improve efficiency is called _____.	
Human Resource Management is defined as a set of _____, _____, and _____.	
The supportive role in HR relates to strengthening _____ and _____ levels.	