

The activities involved in HRM function are pervasive throughout the organization. Line managers, typically spend more than 50 percent of their time for human resource activities such hiring, evaluating, disciplining, and scheduling employees. Human resource management specialists in the HRM department help organizations with all activities related to staffing and maintaining an effective workforce. Major HRM responsibilities include work design and job analysis, training and development, recruiting, compensation, team-building, performance management and appraisal, worker health and safety issues, as well as identifying or developing valid methods for selecting staff. HRM department provides the tools, data and processes that are used by line managers in their human resource management component of their job.

### **Definition of Human Resource Management**

**HRM** means to Select, Develop, Motivate and Maintain human resources, in the organisation. It first selects the right human resources or staff (i.e. managers and employees). It trains and develops them. It motivates them by giving them recognition and rewards. It also provides them with the best working conditions.

HRM is directly concerned with the "people" of the organisation. It is a people oriented process. That is, it manages people at work.

### **Features of Human Resource Management HRM**

Following is the nature or features of Human Resource Management HRM:-

#### **1. HRM as a Process**

HRM is a process of four functions:-

- **Acquisition of human resources:** This function includes Human Resource Planning, Recruitment, Selection, Placement and Induction of staff.
- **Development of human resources:** This function includes Training and Development and Career development. The knowledge, skills, attitudes and social behaviour of the staff are developed.
- **Motivation of human resources:** This function includes giving recognition and rewards to the staff. it also includes Performance Appraisal and handling the problems of staff.
- **Maintenance of human resources:** This function includes providing the best working conditions for employees. It also looks after the health and safety of the staff.

**Performance appraisal is a process** of summarizing, assessing and developing the work performance of an employee. In order to be effective and constructive, the performance manager should make every effort to obtain as much objective information about the employee's performance as possible.

**Performance Appraisal is a review** and discussion of an employee's performance of assigned duties and responsibilities based on results obtained by the employee in their job, not on the employee's personality characteristics. Personality should be considered only when it relates to performance of assigned duties and responsibilities.

**It is a structured formal interaction** between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development.

In many organizations - but not all - appraisal results are used, either directly or indirectly, to help determine reward outcomes. That is, the appraisal results are used to identify the better performing employees who should get the majority of available merit pay increases, bonuses, and promotions.

#### **Objectives of Performance appraisal:**

- To review the performance of the employees over a given period of time.
- To judge the gap between the actual and the desired performance.
- To help the management in exercising organizational control.
- Helps to strengthen the relationship and communication between superior – subordinates and management – employees.
- To diagnose the strengths and weaknesses of the individuals so as to identify the training and development needs of the future.
- To provide feedback to the employees regarding their past performance.
- Provide information to assist in the other personal decisions in the organization.
- Provide clarity of the expectations and responsibilities of the functions to be performed by the employees.
- To judge the effectiveness of the other human resource functions of the organization such as recruitment, selection, training and development.
- To reduce the grievances of the employees.

According to Flippo, a prominent personality in the field of Human resources, "performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in the matters pertaining to his present job and his potential for a better job." Performance

- When the trainee is prepared, the trainee starts performing on the work place
- The trainer provides continuing direction of work and feedback
- The trainee is given more and more work so that he accomplishes the job flawlessly

The four techniques for on the job development are:

### **Coaching**

Coaching is one of the training methods, which is considered as a corrective method for inadequate performance. According to a survey conducted by International Coach Federation (ICF), more than 4,000 companies are using coach for their executives. These coaches are experts most of the time outside consultants.

A coach is the best training plan for the CEO's because

- It is one to one interaction
- It can be done at the convenience of CEO
- It can be done on phone, meetings, through e-mails, chat

### **Mentoring**

Mentoring is an ongoing relationship that is developed between a senior and junior employee. Mentoring provides guidance and clear understanding of how the organization goes to achieve its vision and mission to the junior employee.

The meetings are not as structured and regular than in coaching. Executive mentoring is generally done by someone inside the company. The executive can learn a lot from mentoring. By dealing with diverse mentee's, the executive is given the chance to grow professionally by developing management skills and learning how to work with people with diverse background, culture, and language and personality types.

### **Some key points on Mentoring**

- Mentoring focus on attitude development
- Conducted for management-level employees
- Mentoring is done by someone inside the company
- It is one-to-one interaction
- It helps in identifying weaknesses and focus on the area that needs improvement

### **Job rotation**

For the executive, job rotation takes on different perspectives. The executive is usually not simply going to another department. In some vertically integrated organizations, for example, where the supplier is actually part of same organization or subsidiary, job rotation might be to the supplier to see how the business operates from the supplier point of view. Learning how

projects and products?

### Case Let 1

#### Solution

#### 1. Should benching be a matter of concern at Delta?

At its most basic level, benching becomes evident when the lead-time between recruitment of an individual and his revenue generation capacity goes beyond an acceptable level. But benching is more a symptom than a cause of organisational inadequacy and changes in the market place. This is where the nature of response, on the part of Koshy and his team, has a certain risk: they might get down to address the symptom instead of the cause. This risk is real, particularly because being a NASDAQ-listed company, Delta would be under continuous pressure to improve its results every quarter. Koshy should, therefore, ensure that in addressing the immediate issue of benching, the management does not lose sight of long-term interests.

One of Koshy's first tasks should be to retain existing customers. Evidently, this carries a certain cost because of the proposed cut in billing rates. But it would be far lower than the cost of new customer acquisition. Koshy should not compromise on growth in billings, even if it means reduced margins. The latter must be offset against improvements in productivity and operational efficiency. In fact, the prospects of lower margins should provide the momentum for cost reduction initiatives. When Delta helps its customer reduce its costs, the customer will stay on with Delta.

It makes sense for Delta to move from contracts based on time and material costs to a higher share of fixed fee contracts. Time and material contracts, which normally comprise 80 per cent of billings for a software services firm, provide little incentive for productivity improvements. Fixed fee contracts, on the other hand, offer scope for enhancing margins because all productivity gains accrue to Delta alone, though they carry the risk of unabsorbed cost escalations.

It is important for Delta to acquire domain capabilities in diverse sectors, particularly those which have high-growth potential in future.

#### 2. What are the risks involved in moving from a project-centric mode to a mix of projects and products?

#### Product Risks & Project Risks

The first step is to understand these are 2 different entities:

It's not clear where all the technology growth is headed, but there's no turning back. Government regulators base their expectations on effective use of technology. So do employees, internal and external customers, and -- most important -- senior management. They are learning what is technologically possible, and if it's possible, they expect HR to deliver it. From now on, HR's work will be mostly on the technological leading edge. Competition demands it. The downsized organization demands it. Our own survival demands it.

## **Section C**

### **Applied Theory**

- 1. Several types of interviews are commonly used depending on the nature & importance of the position to be filled within an organization. Explain the different types of Interviews.**

#### **Answer**

##### **Introduction**

The interview is the single most important step in the job search process. Therefore, thorough preparation is essential. The purpose of the job interview is to determine whether you are right for the job and whether the job is right for you. The interview also provides you with an opportunity to ask questions about the organization/company and the position.

Your ability to answer questions with relevant detail and in a conversational manner is key in an interview. Sometimes it is the person most skilled at interviewing, not the most qualified person, who gets the job. The interview is your opportunity to shine, to sell your strengths and to present yourself as a unique candidate for the position. Your role in an interview is to leave a clear and convincing impression of who you are, what you can do to contribute to the organization/company, and why you should be hired for the position instead of another candidate. The interviewer's role is to determine whether you have the skills, knowledge and personality needed to be an effective member of the organization/company.

##### **Interviewing Goals:**

1. Demonstrate how your experience, knowledge and accomplishments match the qualities and skills the organization/company is seeking.
2. Convince the interviewer that you will "fit in" and contribute to the needs of the organization/company and the position.
3. Gather information that will help you decide whether you can be successful in the position and whether the organization/company will give you the opportunity for growth and development.

at Work Act, as well as suggestions for passing regulations to support the provisions in the Health and Safety at Work Act and issuing codes of practice. The Executive is responsible for providing information and advice to government ministers and to investigate breaches.

Any prospective employer setting up a new business should be aware of six important regulations which came about as a result of membership to the European Union and are incorporated into UK law.

### **Management of Health and Safety at Work Regulations 1999 (Management Regulations)**

Places an obligation on the employer to actively carry out a risk assessment of the work place and act accordingly. The assessment must be reviewed when necessary and recorded where there are 5 or more employees. It is intended to identify health and safety and fire risks.

### **Workplace (Health, Safety and Welfare) Regulations 1992**

Deals with any modification, extension or conversion of an existing workplace. The requirements include control of temperature, lighting, ventilation, cleanliness, room dimensions etc. The regulations also provide that non-smokers should be allocated separate rest areas from smokers.

### **The Provision And Use Of Work Equipment Regulations 1998**

Deals with minimum standards for the use of machines and equipment with regard to suitability, maintenance and inspection. The regulations will also cover mobile work equipment from December 2002.

### **The Manual Handling Operations Regulations 1992 (Manual Handling Regulations)**

Deals with the manual handling of equipment, stocks, materials etc. Where reasonably practicable an employer should avoid the need for his or her employees to undertake manual handling involving risk of injury.

### **Personal Protective Equipment Work Regulations 1992 (PPE)**

Deals with protective clothing or equipment which must be worn or held by an employee to protect against health and safety risks. It also covers maintenance and storage of such equipment. Employers cannot charge for such clothing or equipment which must carry the "CE" marking.

### **The Health & Safety (Display Screen Equipment) Regulations 1992 (Display Screen Regulations)**

Introduced measures to prevent repetitive strain injury, fatigue, eye problems etc. in the use of technological equipment. Every employer should make a suitable and sufficient analysis of