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MECHANICAL ENGG. DEPT.,

Subject: Industrial Management

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Topic: Human Resources Management



06/04/2020

DEFINITION: Definition of HRM can be given in the following ways according to the management philosophers.

1. HRM is an aspect of management as its goal is the effective utilisation of manpower of an organisation.
2. HRM is the art of acquiring, developing and maintaining a competent workforce in such a manner as to accomplish with maximum efficiency and economy, the functions and objectives of the organisation.
3. HRM refers to a set of programmes, functions and activities designed and carried out in order to maximise both employees, as well as organisational effectiveness.

Scope and functions of Human Resource Management (HRM)

The scope and functions of HRM are as follows

- ① Employment related functions: -
- * human resource planning (Manpower planning) (i.e. staffing, training, labour relations, compensation activities etc.)
 - * to prepare job description
 - * to keep contact with the sources of manpower providers like consultancy firms, employment exchange etc.
 - * recruitment and selection
 - * promotion, demotion and transfer
 - * retrenchment and voluntary retirement scheme (VRS).



(b) Training & Development related:

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- * induction and training for employees.
- * training for apprentices (or trainees)
- * training for managers
- * publication of house journal and ~~bulletin~~ bulletin

(c) Wages and salary related:

- * to fix wage and salary structure (pay scales)
- * to keep information regarding expenditure on standard of living.
- * to perform job analysis and job evaluation
- * planning for bonus, ex gratia and such other extra payments.

(d) Matters concerning industrial relations

- * to keep close contact with trade unions
- * to publish & explain labour-policy of the organisation.
- * to settle labour unrest and employee grievances
- * to arrange for bi-partiate discussion
- * to form concs committee amongst the employees

(e) Welfare services and safety related

- * to arrange for employee well-being by providing for services like canteen, savings scheme, recreation club
- * to arrange for housing and transport facilities
- * to help establishing co-operative societies.
- * to maintain safety and security measures





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Industrial Safety: Industrial advancement and technological innovations have become a boon to the mankind and at the same time have increased the danger of causing accidental losses to a great extent. Several industrial accidents take place worldwide every year causing casualties to lakh of people resulting in disabilities and even death. This is also associated with increase in cost to the organisation in the form of medical expenses and compensation to the injured persons or their families and loss of production due to interference caused by accidents. Thus industrial accidents are social as well as economic losses. Most of these accidents are due to the negligence on the part of the management and employees, for this reason, we often say that "accidents do not happen, but are caused". In order to prevent the occurrence of accidents there should be building up of right attitude on the part of the management in order to "eliminate ~~the~~ unsafe conditions" and arrangement of proper training for the employees in order to "eliminate unsafe acts".

Accidents: Accidents are unplanned, unwanted and improper occurrences caused due to motion of persons, objects or substances which result in injury, damage or loss.

It has been observed that the reasons of most accidents are not a single unsafe act and only one time exposure to unsafe conditions but are several repeated unsafe acts and repeated exposure to unsafe conditions. Thus we can say that accidents occur when there is a tendency of the employees to ignore safety rules and at the same time management tend to ignore the fact that there are unsafe conditions in the workplace. These ~~reasons~~ are the faults on the part of the persons working in an organisation, be it management or workers.

Theory of Accident occurrence (H.V. Heinrich Theory)

The theory says that—

- unsafe conditions and unsafe acts are the two basic causes of accidents
- for prevention of accidents management should remove unsafe conditions and control the actions of employees.

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Unsafe conditions - If the physical and mechanical sources of work in the workplace are left uncorrected, these may cause accidents; this is the result of not putting enough attention to the design principles of the following environmental factors:

- (i) plant layout
- (ii) arrangement of equipment
- (iii) illumination
- (iv) noise
- (v) atmospheric conditions

Unsafe acts: If the employees of an organisation possess faulty work habit and they do not take any care while working, these may amount to unsafe acts which may be due to the facts:

- (i) ignorance of rules
- (ii) operating at unsafe speed.
- (iii) using unsafe equipment.
- (iv) improper handling of equipment.
- (v) taking unsafe positions or postures.
- (vi) working on moving equipment
- (vii) unwearing protective devices.
- (viii) unsafe lifting, pulling or pushing.

Eliminating unsafe conditions and acts to prevent accidents.

- * Safe guard all machines/equipment & moving parts.
- * arrange for safety in material handling production methods and processes
- * use suitable safety devices.
- * arrange for suitable ventilation and proper illumination.
- * control noise pollution.

Safety Management.

Safety may be defined "to arrange for conditions which is designed to prevent injury or damage".

Ensuring safety is not an individual responsibility but a team effort in which three elements are interconnected and interdependent which are man, machine and environment.



There are National regulations, Standards and codes for installing safety measures in an organisation. Management should attempt to following all these measures and engage safety officers for this purpose. The major areas which should be looked after -

1. Promoting safe practices
2. appraising plant safety
3. arrangement for first aid
4. controlling heat, temperature & ventilation.
5. periodically checking the equipment which may cause
 - pressure hazards (pressure vessels, tanks)
 - electrical hazards (electrical installations)
 - fire hazards (electrical & chemicals)
 - hazards due to vibrations & noise (mechanical installations)
 - explosion & radiation hazards (radioactive and metal testing installations)

Principles of Safety Management:

Principle-1. Safety is an important management function of every organisation.

Principle-2. Accidents are caused by unsafe conditions and unsafe acts.

Principle-3. Unsafe conditions and unsafe acts can be identified in advance and eliminated at the root.

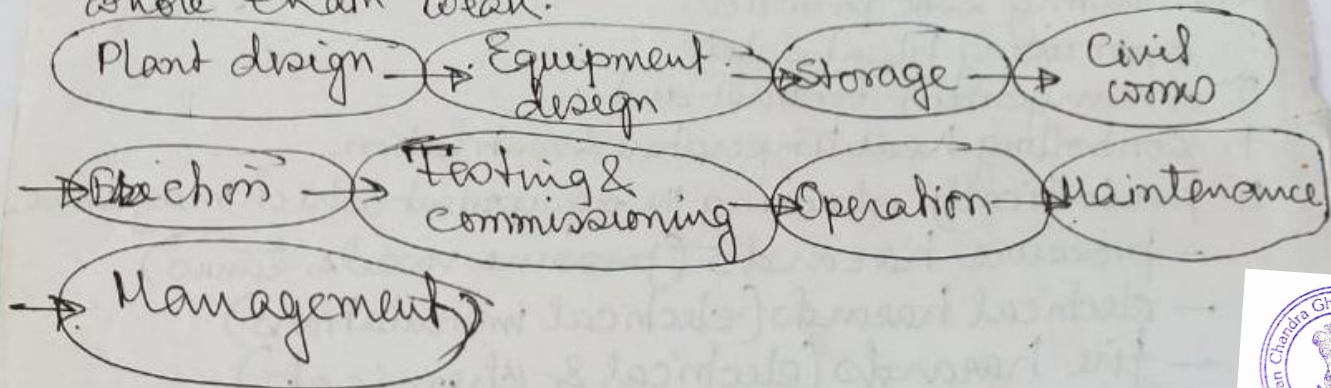
Principle-4 Accident is a culminating effect of multiple causes.

Principle-5. Safety management systems and Human Resource Development in safety are the basic tools of every organisation to ensure safety.

Principle-6: Concept of Safety Chain must be incorporated in every organisation.



The Safety Chain: The areas in which safety measures are to be taken from a linkage to each other such that they form a chain known as Safety Chain. If a single link becomes weak, it makes the whole chain weak.



The Recruitment Process: When there is a need of a person for a particular job, the position can be filled up from internal sources (i.e. by transfer or promotion of existing employees) or external sources.

An announcement is made about the vacancy and the eligibility criteria regarding age, sex, educational qualifications, experiences and skills which are required for the job are specifically stated. Thus we can say that anybody can't apply for the post or job; only those persons, who meet the eligibility criteria are the prospective persons for the job and can be tempted to apply. By doing so, the organisation restricts its search for manpower within prospective persons only. Once the applications from such persons are received by the organisation, the recruitment process is said to be completed have been completed.

The Selection Process: Selection is the process of ascertaining whether applicants meet the requirement of a specific job and choosing the best among those found suitable.

A selection process consists of the following activities —

① Screening or preliminary interview

This is a rapid interview session in which the physical appearance, communication ability, maturity etc. are gauged and unsuitable candidates are eliminated. This saves time to eliminate a bigger portion of the applicants.

(b) Application Blank

A blank application formatted by the organisation itself is given to the prospective candidates for filling up. The format of the application is designed to convey every details of the candidate which are—

Personal details — name, address, date of birth, marital status, et.c.

Physical details — height, weight, eyesight, et.c.

Education — academic and professional qualifications

Work experience — Post employments, positions held, salaries drawn et.c.

Extra-curricular activities — Sports, games, hobbies et.c.

Miscellaneous — memberships of professional institutions.

References — name of two persons who know the candidate but not related to him or her.

(c) Psychological Tests: Application blank provides useful information about the candidate in a nut-shell. The information furnished by the candidate in the application blank require further tests for their validity. This is done by psychological tests which measure the abilities and aptitudes of the candidate in the form of intelligence tests, aptitude tests and personality tests. These tests help to distinguish between poor performers and better performers.

(d) Selection Interview:— The candidates who proved themselves better performer in the psychological tests are then asked to appear for personal interview which is a sort of interaction between the employer and the candidate for employment. The face-to-face conversation between the two helps the employer to assess the verbal and non-verbal (gestures, postures and facial expressions) communication skills of the candidate for right employment. No selection procedure can be completed without one or more personal interviews. This procedure also helps the employer to confirm and cross-check the personal data furnished by the candidate in the application blank. Personal interview



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also provides the applicant a chance to learn more about the the organisation specifically on job requirements, growth opportunities etc. and at the same time a scope to put himself in an impressive position in front of the interviewers.

(e) Physical examination or Medical tests: - Applicants, who are qualified in the Selection or Personal Interview are sent for Medical Examination to ~~ascertain~~ ascertain physical capabilities of the candidates which may include stamina, strength and ability to work under hard working conditions. It also helps to find whether the candidate for employment is suffering from any communicable diseases, shortness in eye-sight or chronic illness like asthma, heart diseases etc. Physical Examinations help in selecting candidates with sound health.

(f) Review of references: - The last item of the Application Blank format provides information about references, which means every candidate has to furnish names and contact addresses of two renowned persons to whom the applicant is well-known but they are not relatives to the candidate. These referees may be persons under whom the candidate has worked earlier, the teachers or professors of reputed educational institutes, persons holding good positions in Government or nongovernment organisations or persons with good repute in his locality or society. These persons or referees are approached by the Human Resource Management Department of the organisation and are requested to provide free and honest feedback about the candidate, which are kept under strict confidentiality.

(g) Final approval or letter of offer: -

On receiving the feedback from the referees, successful candidates are short-listed and ranked according to their performances. Approval of this final list is obtained from the concerned departments or authorities. Letters of offer are sent to the successful



candidates depending upon the number of vacancies to be filled. In the offer letter, there is a clear mention of post and rank offered, compensation package, terms of employment and the date by which the acceptance of offer shall be communicated. If the acceptance of offer is not communicated by the candidate for employment within the date stipulated, the letter of offer is issued to another candidate in order of the rank secured by the candidates according to the final approved list. Once the acceptance of offer is communicated, the date of joining is finalised.

(h) Induction is a process of familiarisation of the new employees with the organisation. An induction programme is prepared for the new employee which contains the departments/division he will visit during the first two or three days of his joining to orient himself with the activities of those departments. In each and every department he will visit for two or three hours as per induction programme prepared for him and the head of that particular department will give him a brief idea of their activities and how their work is related or connected to the work of the person newly selected. This helps the new employee to have an idea of his duties and responsibilities in a very short period. Induction process also helps to motivate the new employee, reduces adjustment period and provides job satisfaction.

At the end of two or three days of induction programme the new employee starts delivering his or her duties and responsibilities from his/her chair and herein ends the entire selection process.

Recruitment and selection - The basic difference:

We have just learnt that human resource planning helps management to determine various jobs that must be filled up by recruiting prospective employees. Recruitment is the process of attracting qualified and competent persons for different jobs.



So, the term 'recruitment' may be referred to as a linking activity which brings together the job and job-seeker. Selection is the process of choosing some persons among a range of persons by eliminating bad performers.

* Recruitment is the process of taking all the persons into consideration for employment and therefore is a positive process. Selection is the process of eliminating bad performers and therefore, is a negative process.

* Selection is a decision making process while recruitment is not.

* Recruitment to any position by a candidate for employment does not mean selection is over. All the selected candidates were recruited first while all the recruited persons may not get selected.

Performance Appraisal and Merit Rating:

Performance Appraisal -

Persons working in an organisation, try to execute their duties and responsibilities at their best. But as because the individual traits like perception, attitude, personality differ from one person to another so also the efficiency and effectiveness differ from person to person. So management will always try to know or assess the efficiency and effectiveness of an employee in carrying out the jobs assigned to him and try to motivate the good performers by elevating them. This elevation may be promotion, putting higher responsibility and transfer to a more important job. The process by which the performance and traits of an employee are evaluated is known as performance appraisal.



A Performance appraisal system consists of the following procedures -

- (i) list the expectations of the organisation on the performance of the employees.
- (ii) measure, evaluate and record employee performances.
- (iii) compare (i) with (ii) to find strengths and weaknesses of the employees.
- (iv) provide feedback to the employee regarding their strengths and weaknesses as obtained in (iii).
- (v) judge the employee possessing good strength for his potential for growth and advancement in the organisation.

Merit Rating: Merit rating is a formal technique for assessing the performance of an employee and comparing it with that of others. Thus it is only a part of performance appraisal process.

Let us take a very simple example to understand Merit Rating.

An employee of the organisation is assessed on the traits shown in the following table each having full marks 10 and the past performance of the employee is measured in quantitative terms.

