



Param Puja Dr. Babasaheb Ambedkar Smarak Samiti's

**Dr. Ambedkar Institute of Management Studies & Research**

Deeksha Bhoomi, Nagpur - 440010 (Maharashtra State) INDIA

NAAC Accredited with 'A' Grade

Tel: +91 712 6521204, 6521203, 6501379

Email: info@daimsr.in

# **Human Resource Management and Organizational Behavior Sub Code- MBCII-I**

**Unit – I**

**Prepared by- Prof. Sushant Waghmare**

# Program Objectives

- PO1:** Apply knowledge of management theories and practices to solve business problems.
- PO2:** Foster Analytical and critical thinking abilities for data-based decision making.
- PO3:** Ability to develop value based leadership ability.
- PO4:** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- PO5:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.

# Program Objectives

- PO6:** Ability to evaluate a business idea and formulate a feasible business plan.
- PO7:** Recognize the need for and have the orientation and ability to engage in an independent & lifelong learning in a dynamic business environment.
- PO8:** Ability to appraise and explain societal and environmental aspects of business.

# Course Objectives Of HROB

- **CO1-Develop** the knowledge, skills and concepts needed to resolve actual human resource management problems or issues related to recruitment, selection, training and development, performance appraisal and compensation management.
- **CO2-Develop** a job analysis and produce a job description and job specification for any given profile of company from domains like marketing, HR, Operation and Finance.
- **CO3-Explain** fundamental concepts, principles, techniques and judgment in supply-demand forecasting and supply programs in determining HR planning

# Course Objectives Of HROB

- **CO4-Explain** fundamental concepts, principles, techniques and judgment in supply-demand forecasting and supply programs in determining HR planning
- **CO5-Explain** group dynamics and demonstrate skills required for working in groups (team building)
- **CO6- Explain** Organizational change and **summaries** its causes.

# **Unit I: Introduction to Human Resource Management and Concepts**

1. Introduction, Nature, Scope, Objectives, Importance and functions, Evolution, Difference between Personnel Management and Human Resource Management, Roles and Qualities of HR Manager
2. **Job Analysis and Design- Job Analysis** – Meaning, Uses, Process and methods of collecting data for job analysis, Job Description, Job Specifications & Role Analysis, Factors affecting Job Design, Techniques of Job Design, Cases and Exercises in understanding Job Analysis

# Unit Objectives

- Define human resource management
- Understand the nature, scope and objectives of human resource management
- Compare personnel management with human resource management
- Define job analysis and job description
- Understand the process of conducting job analysis and job description
- Learn the various techniques of job design

# Definitions

1. The first definition of HRM is that it is the process of managing people in organizations in a structured and thorough manner
2. The second definition of HRM encompasses the management of people in organizations from a macro perspective
3. Personnel management is essentially “workforce” centered whereas human resource management is “resource” centered.



# Importance of HRM

1. The Evolving Business Paradigm
2. Strategic Management and HRM
3. Organizational Success

# Scope of HRM

1. Personnel Management
2. Employee Welfare
3. Industrial Relations

# RM Function and its Role

1. Of all the support functions, the HRM (Human Resource Management) function is a critical component of any organization.
2. Change in Conception from Reactive to Proactive
3. HR function has emerged as a key function in itself wherein the HR professionals are proactive and preemptive in nature.
4. The HR Professionals and Demand for Development
5. HR for Professionals feeling attached and refreshed while working for companies as well

# Human Resource Planning

1. Human Resource Planning (HRP) is the process of forecasting the future human resource requirements of the organization and determining as to how the existing human resource capacity of the organization can be utilized to fulfill these requirements. An HR Planning process simply involves the following four broad steps:
  2. Current HR Supply
  3. Future HR Demand
  4. Demand Forecast
  5. HR Sourcing Strategy and Implementation

# Functions of a Human Resource Manager

1. Entry to Exit: Managing the Employee Lifecycle
2. The Appraisal Process and the Exit Interviews
3. Staffing and Recruiting during the Boom Years
4. Strategies to Deal with Shortage of Talent during the Boom Years
5. Staffing Strategies during the Ongoing Recession
6. Leadership Development
7. People Enabling and People Empowerment

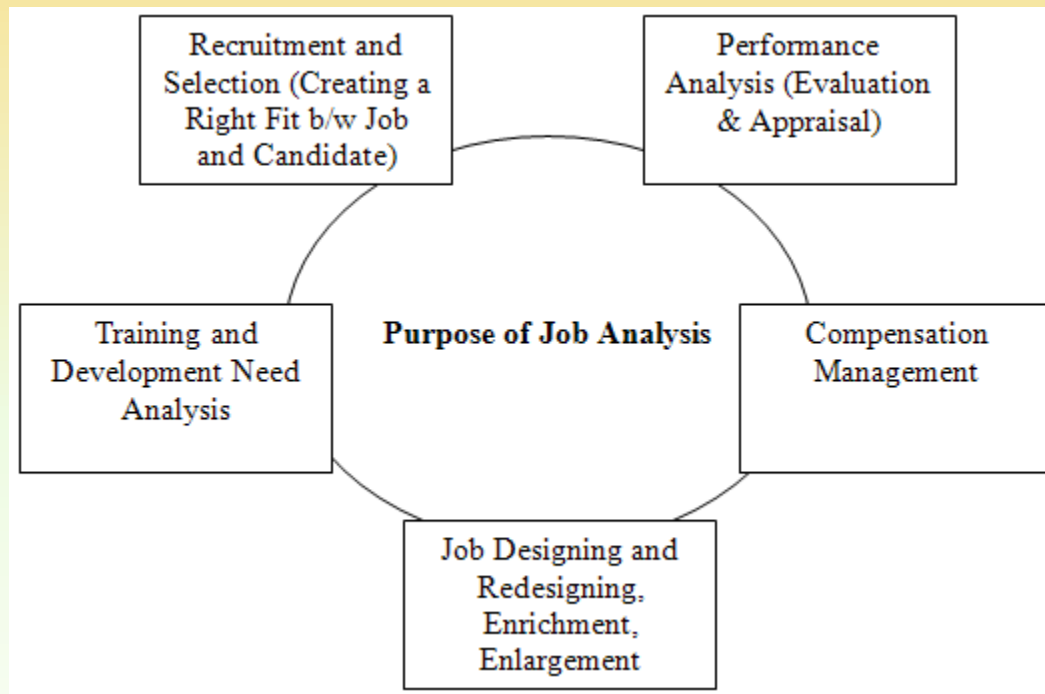
# **JOB ANALYSIS & JOB DESIGN**



# Definition

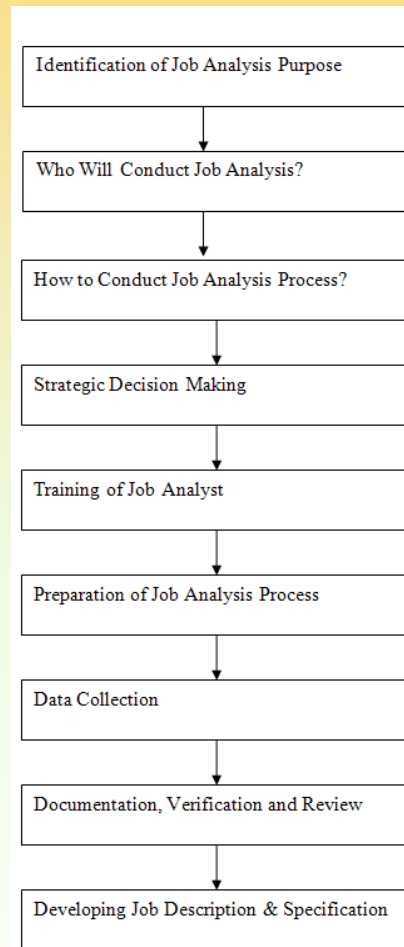
**Job Analysis is a systematic exploration, study and recording the responsibilities, duties, skills, accountabilities, work environment and ability requirements of a specific job**

# Purpose of Job Analysis

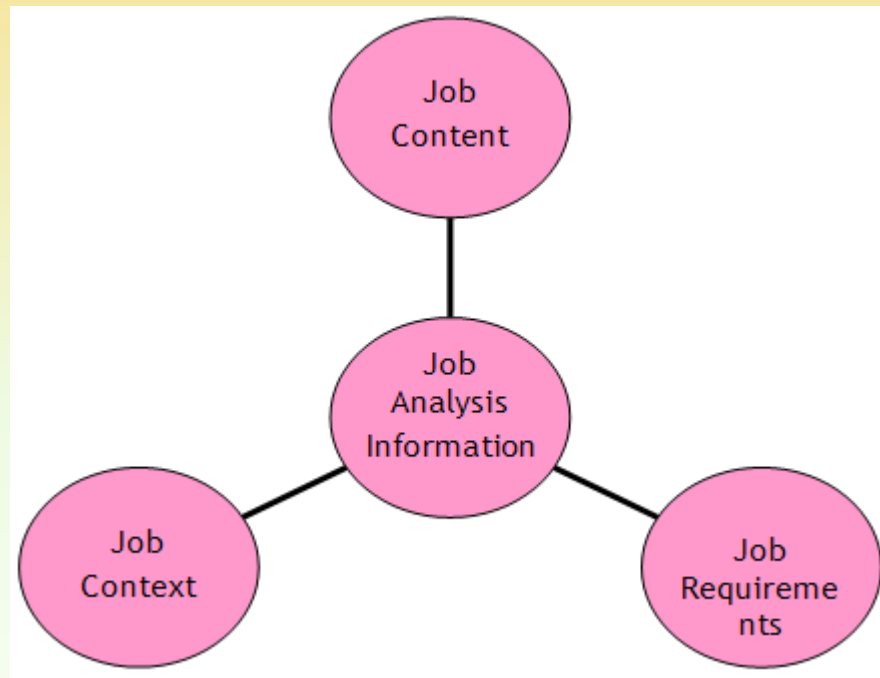




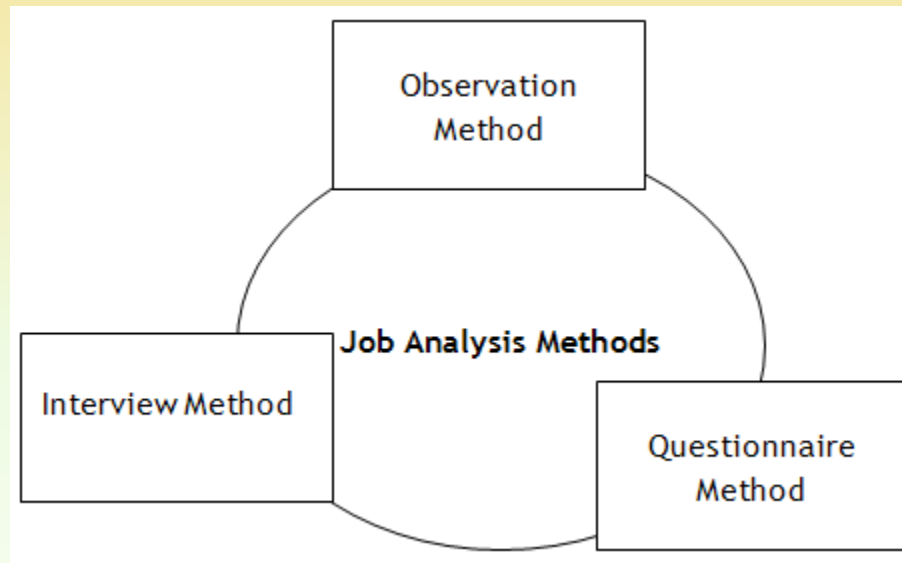
# Job Analysis Process



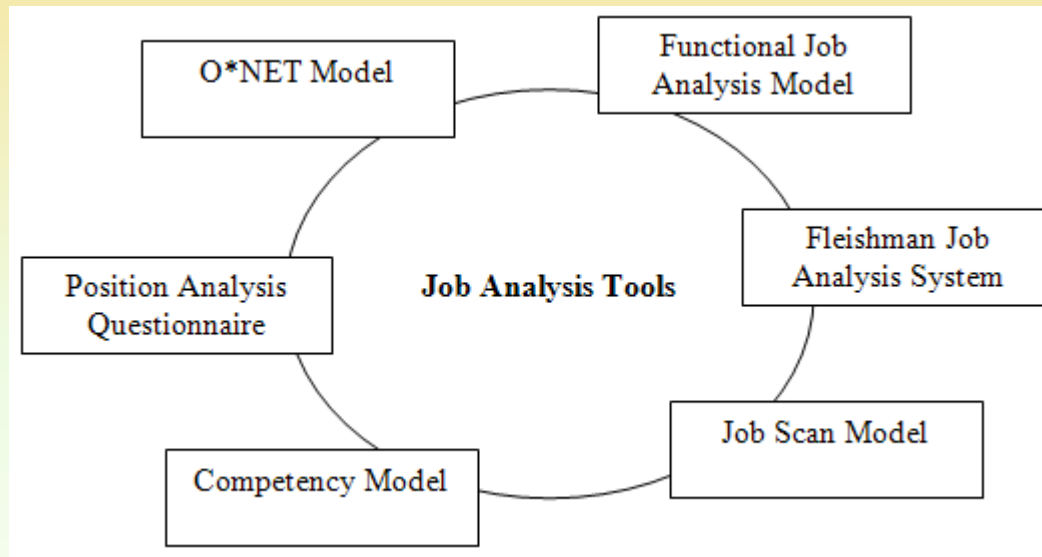
# Information for Job Analysis



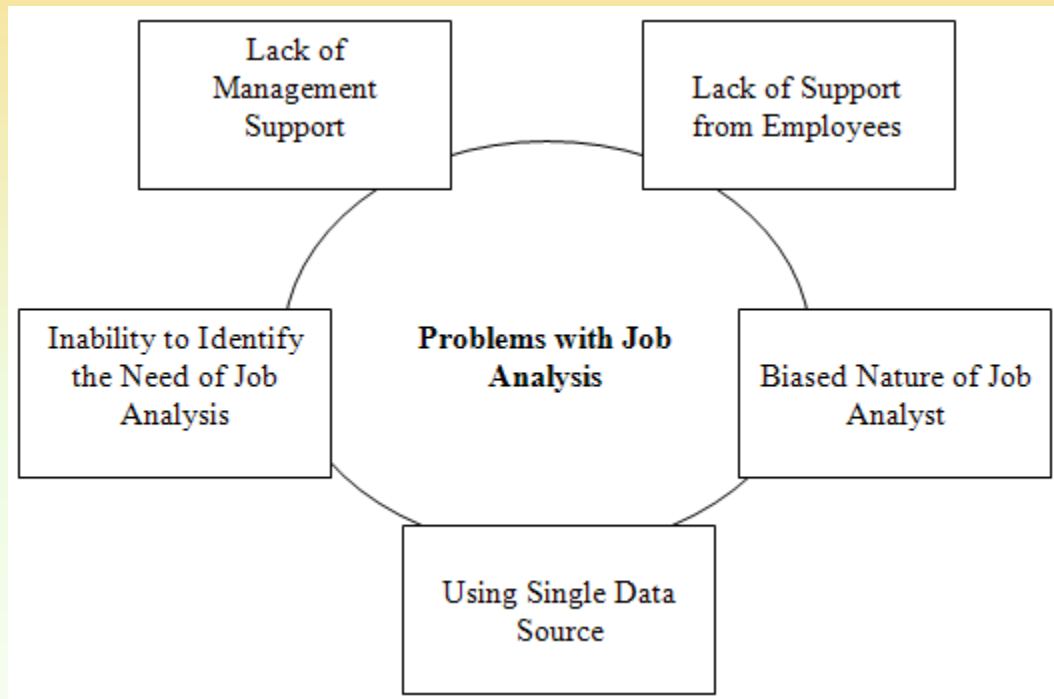
# Job Analysis Methods



# Job Analysis Tools



# Problems with Job Analysis



# Advantages & Disadvantages

## Advantages of Job Analysis

Provides with First Hand Job-Related Information

Helps in Creating Right Job-Employee Fit

Helps in Establishing Effective Hiring Strategies

Guides through Performance Evaluation and Appraisal Process

Helps in Analyzing Training & Development Needs

Helps in Deciding Compensation & Benefits

## Disadvantages of Job Analysis

Time Consuming

May Involve Personal Biasness

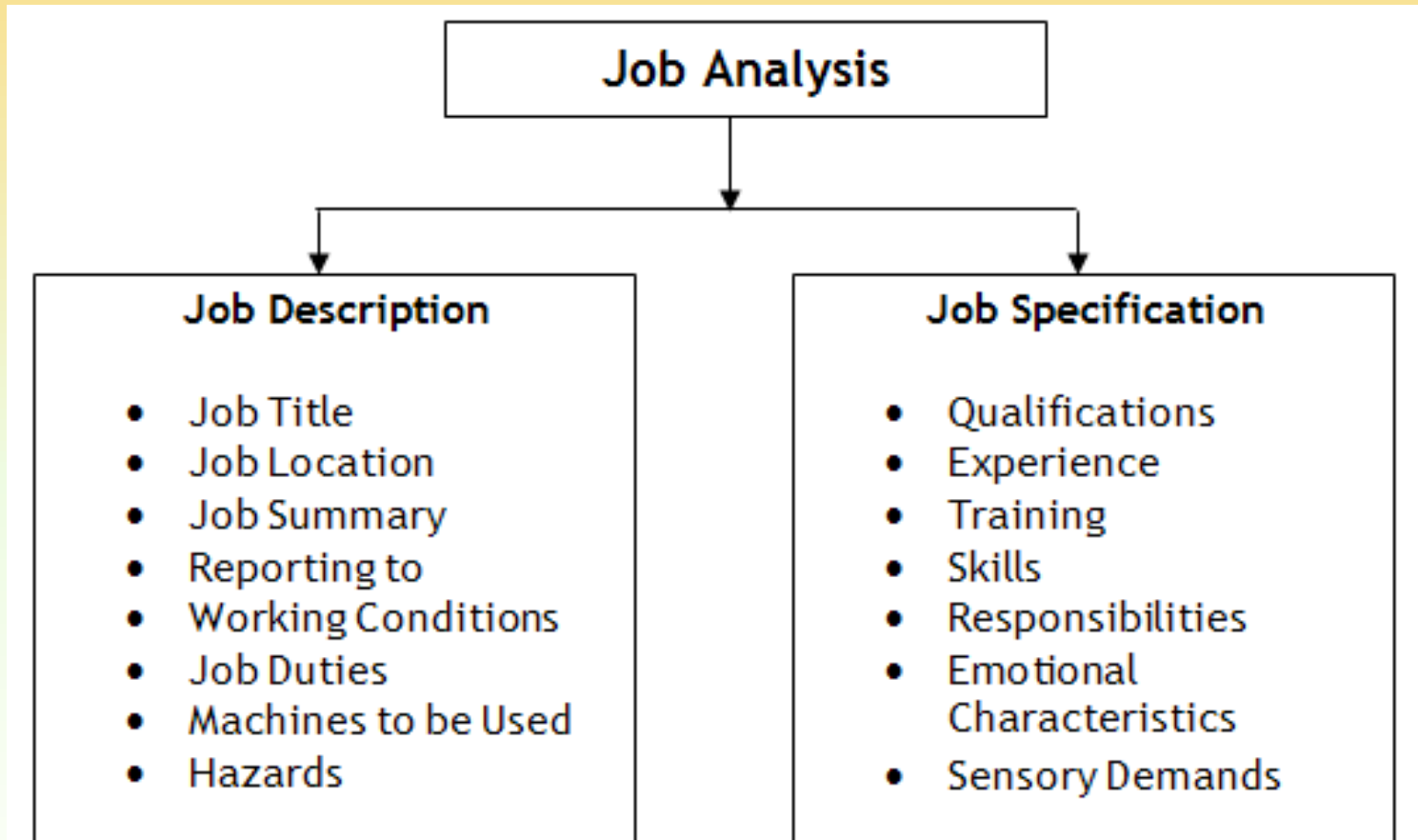
Source of Data is Extremely Small

Involves lots of Human Efforts

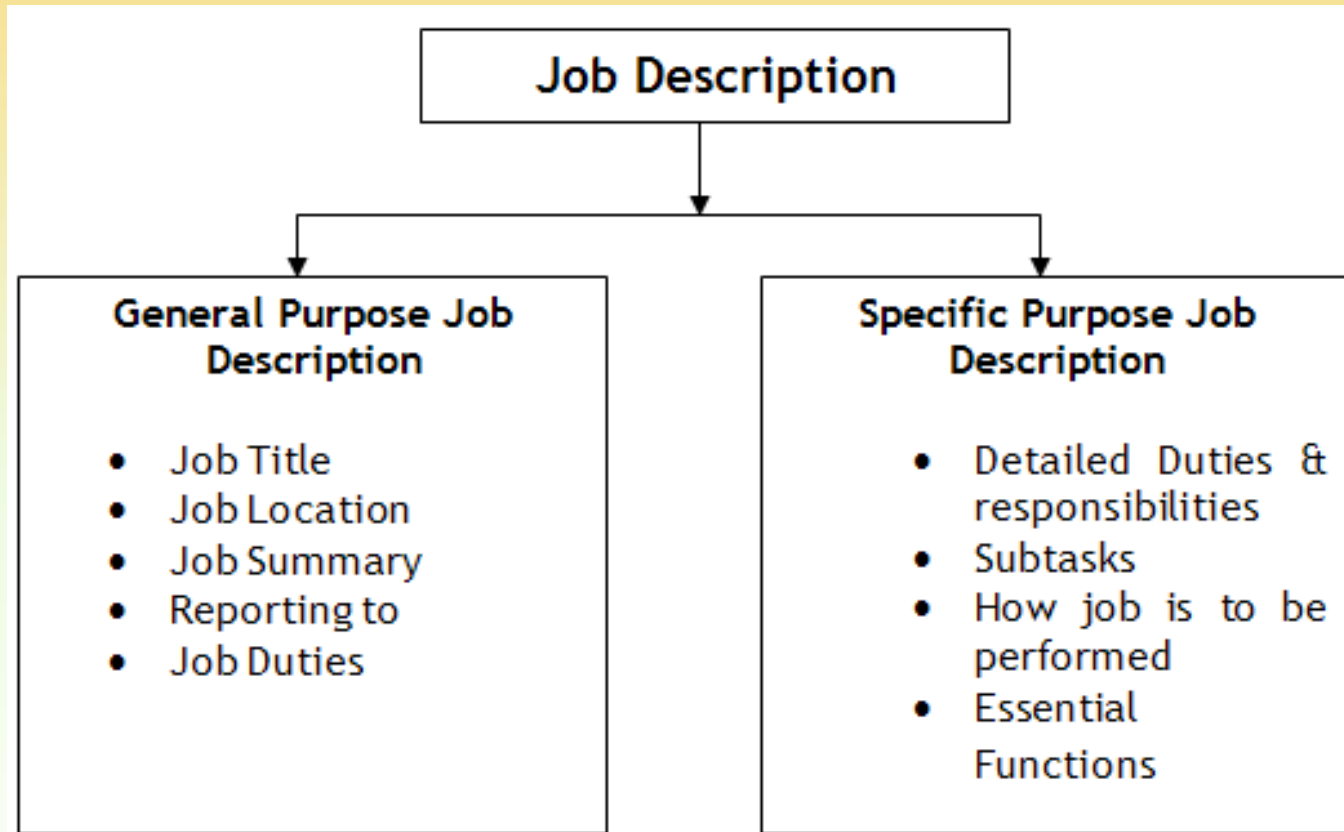
Job Analyst May Not Possess Appropriate Skills

Mental Abilities can not be Directly Observed

# JD & JS



# Purpose of JD





# Job Design - Meaning, Steps and its Benefits

1. There are various steps involved in job design that follow a logical sequence, those that were mentioned earlier on. The sequence is as follows:
  1. What tasks are required to be done or what tasks is part of the job?
  2. How are the tasks performed?
  3. What amount are tasks are required to be done?
  4. What is the sequence of performing these tasks?
2. Checking the work overload.
3. Checking upon the work under load.
4. Ensuring tasks are not repetitive in nature.
5. Ensuring that employees don not remain isolated.
6. Defining working hours clearly.
7. Defining the work processes clearly.

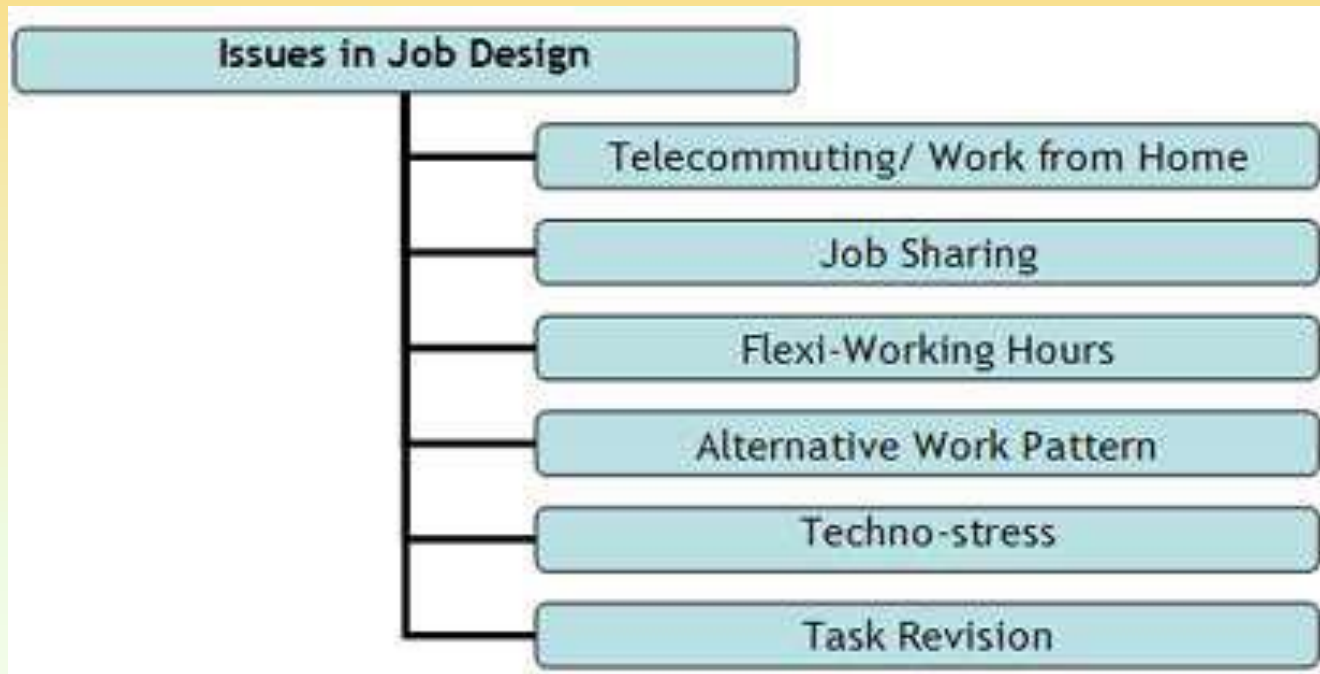
## Benefits of Job Design

1. Employee Input: A good job design enables a good job feedback. Employees have the option to vary tasks as per their personal and social needs, habits and circumstances in the workplace.
2. Employee Training: Training is an integral part of job design. Contrary to the philosophy of “leave them alone’ job design lays due emphasis on training people so that are well aware of what their job demands and how it is to be done.
3. Work / Rest Schedules: Job design offers good work and rest schedule by clearly defining the number of hours an individual has to spend in his/her job.
4. Adjustments: A good job designs allows for adjustments for physically demanding jobs by minimising the energy spent doing the job and by aligning the manpower requirements for the same.

# Approaches to Job Design

1. Human Approach
2. Engineering Approach
3. The Job Characteristics Approach

# Issues in Job Design



# Factors affecting Job Design

1. Organizational Factors
2. Environmental Factors
3. Behavioural Factors