

Unit-I

Human Resource Management

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Unit-I: Human Resource Management:

- Meaning and concept of Human Resource Management;
- Objectives and Principles of Human Resource Management - Importance of Human Resource Management;
- Functions of Human Resource Management;
- Skills of effective HR Manager;
- Human Resource Management in India.
- Human Resource Development and Employee Wellness.

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Introduction / ಪ್ರಸ್ತಾವನೆ

- Human resources is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees.
- The term human resources was used when motivation, organizational behavior, and selection assessments began to take shape.

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Introduction / ಪ್ರಸ್ತಾವನೆ

- Human resources management is thought of the philosophy, policies, procedures, and practices related to the management of people within an organization.
 - In recent years, increased attention has been devoted to how human resources are managed in organizations.
 - This increased attention comes from the realization that an organization's employees make able an organization to accomplish its goals.
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Introduction / ಪ್ರಸ್ತಾವನೆ

- The management of human resources is critical to an organization's success. Organizations frequently aspire to be "world-class" or ranking among the foremost in the world.
- HRM is concerned with the human beings in an organization.
- "The management of man" is a very important and challenging job because of
- the dynamic nature of the people.
- No two people are similar in mental abilities, tacticians, sentiments, and behaviors; they differ widely also as a group and are subject to many varied influences.
- ಮಾನವ ಸಂಪನ್ಮೂಲಗಳ ನಿರ್ವಹಣೆಯು ಸಂಸ್ಥೆಯ ಯಶಸ್ಸಿಗೆ ನಿರ್ಣಾಯಕವಾಗಿದೆ. ಸಂಸ್ಥೆಗಳು ಆಗಾಗ್ಗೆ "ವಿಶ್ವ-ದರ್ಜೆ" ಅಥವಾ ವಿಶ್ವದಲ್ಲಿ ಅಗ್ರಸ್ಥಾನದಲ್ಲಿರಲು ಬಯಸುತ್ತವೆ.
- ಮಾಸಂನಿಯು ಸಂಸ್ಥೆ ಯಲ್ಲಿನ ಮಾನವರ ಬಗ್ಗೆ ಕಾಳಜಿ ವಹಿಸುತ್ತದೆ.
- ಜನರ ಕ್ರಿಯಾತ್ಮಕ ಸ್ವಭಾವದಿಂದಾಗಿ "ಮನುಷ್ಯನ ನಿರ್ವಹಣೆ ಬಹಳ ಮುಖ್ಯವಾಗಿರುತ್ತದೆ ಮತ್ತು ಸವಾಲಿನದ್ದಾಗಿರುತ್ತದೆ.
- ಮಾನಸಿಕ ಸಾಮರ್ಥ್ಯಗಳು, ತಂತ್ರಜ್ಞಾನ, ಭಾವನೆಗಳು ಮತ್ತು ನಡವಳಿಕೆಗಳಲ್ಲಿ ಇಬ್ಬರೂ ವ್ಯಕ್ತಿಗಳು ಸಮಾನವಾಗಿರುವುದಿಲ್ಲ; ಅವರು ಒಂದು ಗುಂಪಾಗಿ ವ್ಯಾಪಕವಾಗಿ ಭಿನ್ನವಾಗಿರುತ್ತಾರೆ ಮತ್ತು ಅನೇಕ ವೈವಿಧ್ಯಮಯ ಪ್ರಭಾವಗಳಿಗೆ ಒಳಪಟ್ಟಿರುತ್ತಾರೆ.

- People are responsive, they feel, think and act therefore they can not be operated like a machine or shifted and altered like template in a room layout.
- Therefore they need a tactful handing by management personnel.”

- ಜನರು ಸ್ಪಂದಿಸುತ್ತಾರೆ, ಅವರು ಭಾವಿಸುತ್ತಾರೆ, ಯೋಚಿಸುತ್ತಾರೆ ಮತ್ತು ವರ್ತಿಸುತ್ತಾರೆ ಆದ್ದರಿಂದ ಅವುಗಳನ್ನು ಯಂತ್ರದಂತೆ ನಿರ್ವಹಿಸಲಾಗುವುದಿಲ್ಲ ಅಥವಾ ಕೋಣೆಯ ವಿನ್ಯಾಸದಂತೆ ಫಲಕಗಳಂತೆ ಸ್ಥಳಾಂತರಿಸಲಾಗುವುದಿಲ್ಲ ಮತ್ತು ಬದಲಾಯಿಸಲಾಗುವುದಿಲ್ಲ.
- ಆದ್ದರಿಂದ ಅವರಿಗೆ ನಿರ್ವಹಣಾ ಸಿಬ್ಬಂದಿಯ ಮುಖಾಂತರ ನಿರ್ವಹಣೆಯ ಅಗತ್ಯವಿದೆ.

Meaning ಅರ್ಥ

- Human resource management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individuals, organizational and social objectives and are accomplished.

- ಮಾನವ ಸಂಪನ್ಮೂಲ ನಿರ್ವಹಣೆಯು ವ್ಯಕ್ತಿಗಳ, ಸಂಸ್ಥೆಯ ಮತ್ತು ಸಾಮಾಜಿಕ ಉದ್ದೇಶಗಳು ಸಾಧಿಸುವವರೆಗೂ ಮಾನವ ಸಂಪನ್ಮೂಲಗಳ ಸಂಗ್ರಹಣೆ, ಅಭಿವೃದ್ಧಿ, ಪರಿಹಾರ, ಏಕೀಕರಣ, ನಿರ್ವಹಣೆ ಮತ್ತು ಪ್ರತ್ಯೇಕತೆಯ ಯೋಜನೆ, ಸಂಘಟನೆ, ನಿರ್ದೇಶನ ಮತ್ತು ನಿಯಂತ್ರಣ ಮಾಡುವುದಾಗಿದೆ.

Definitions

- According to Dessler (2008) the policies and practices involved in carrying out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising comprises of HRM.
- Human resource management is concerned with policies and practices that ensure the best use of the human resources for fulfilling the organizational and individual and individual goal-Edwin B Flippo
- ಡೆಸ್ಲರ್ (2008) ಪ್ರಕಾರ, ನೇಮಕಾತಿ, ಪರಿಶೀಲನೆ, ತರಬೇತಿ, ಬಹುಮಾನ ನೀಡುವಿಕೆ ಮತ್ತು ಮೌಲ್ಯಮಾಪನ ಸೇರಿದಂತೆ ಮಾನವ ಸಂಪನ್ಮೂಲ ನಿರ್ವಹಣಾ ಸ್ಥಾನದ ಅಂಶಗಳನ್ನು ಕೈಗೊಳ್ಳುವಲ್ಲಿ ನೀತಿಗಳು ಮತ್ತು ಅಭ್ಯಾಸಗಳು **HRM** ಒಳಗೊಂಡಿದೆ.
- ಮಾನವ ಸಂಪನ್ಮೂಲ ನಿರ್ವಹಣೆಯು ಸಾಂಸ್ಥಿಕ ಮತ್ತು ವೈಯಕ್ತಿಕ ಗುರಿಯನ್ನು ಪೂರೈಸಲು ಮಾನವ ಸಂಪನ್ಮೂಲಗಳ ಉತ್ತಮ ಬಳಕೆಯನ್ನು ಖಚಿತಪಡಿಸುವ ನೀತಿಗಳು ಮತ್ತು ಅಭ್ಯಾಸಗಳಿಗೆ ಸಂಬಂಧಿಸಿದೆ. ಎಡ್ವಿನ್ ಬಿ ಫ್ಲಿಪ್ಪೋ

Objectives:

- To assist the organization in achieving its goals by acquiring and maintaining competent and motivated employees.
 - To utilize the knowledge, skills and talents of employees efficiently and effectively.
 - To acquire and maintain cordial human relations within the organization.
 - To ensure respect and dignity for human being and the well-being of each individual.
 - To stimulate each person to contribute his maximum for the effective functioning of the organization.
- ಸಮರ್ಥ ಮತ್ತು ಪ್ರೇರಿತ ಉದ್ಯೋಗಿಗಳನ್ನು ಸ್ವಾಧೀನಪಡಿಸಿಕೊಳ್ಳುವ ಮತ್ತು ನಿರ್ವಹಿಸುವ ಮೂಲಕ ಸಂಸ್ಥೆಯು ತನ್ನ ಗುರಿಗಳನ್ನು ಸಾಧಿಸಲು ಸಹಾಯ ಮಾಡುವುದು.
 - ಉದ್ಯೋಗಿಗಳ ಜ್ಞಾನ, ಕೌಶಲ್ಯ ಮತ್ತು ಪ್ರತಿಭೆಯನ್ನು ಸಮರ್ಥವಾಗಿ ಮತ್ತು ಪರಿಣಾಮಕಾರಿಯಾಗಿ ಬಳಸಿಕೊಳ್ಳುವುದು.
 - ಸಂಸ್ಥೆಯೊಳಗೆ ಸೌಹಾರ್ದಯುತ ಮಾನವ ಸಂಬಂಧಗಳನ್ನು ಪಡೆಯಲು ಮತ್ತು ನಿರ್ವಹಿಸಲು.
 - ಮನುಷ್ಯನಿಗೆ ಗೌರವ ಮತ್ತು ಘನತೆ ಮತ್ತು ಪ್ರತಿಯೊಬ್ಬ ವ್ಯಕ್ತಿಯ ಯೋಗಕ್ಷೇಮವನ್ನು ಖಚಿತಪಡಿಸಿಕೊಳ್ಳಲು.
 - ಸಂಸ್ಥೆಯ ಪರಿಣಾಮಕಾರಿ ಕಾರ್ಯನಿರ್ವಹಣೆಗೆ ತನ್ನ ಗರಿಷ್ಠ ಕೊಡುಗೆ ನೀಡಲು ಪ್ರತಿಯೊಬ್ಬ ವ್ಯಕ್ತಿಯನ್ನು

Objectives:

- To ensure fulfillment of various individual needs by providing adequate wages, fringe benefits, incentives and measures of social security.
 - To integrate the objectives of individuals with the objectives of the organization.
 - To develop and maintain quality of work life in the organization.
 - To ensure ethical personnel policies in the organization.
 - To provide an opportunity to employees to participate in management.
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Principles of Human Resource Management:

- Principle of Individual Development
 - Principle of the Scientific Selection
 - Principle of the Free Flow of Communication
 - Principle of the Participation
 - Principle of a Fair Remuneration
 - Principle of an Incentives
 - Principle of the Dignity of Labor
 - Principle of Labor-Management co-operation
 - Principle of Team Spirit
 - Principle of Contribution to National Prosperity
- $\alpha \epsilon \epsilon \hat{A} i \ddot{A} \ddot{Q} \hat{U} P \grave{A} \quad C \odot \ddot{u} \alpha \hat{A} \grave{E} \phi P A i \ddot{A} \ddot{A}$
 $v \hat{A} v \hat{A} \acute{e}$
 - $\alpha \epsilon \hat{E} e \acute{A} \tilde{O} \alpha P \grave{A} \quad D A i \acute{E} \ddot{A} \grave{I} A i \ddot{A} \ddot{A} \quad v \hat{A} v \hat{A} \acute{e}$
 - $\alpha \hat{A} \ddot{A} P \hat{A} \hat{U} \quad \grave{A} A \alpha \hat{A} \circ \hat{A} \xi \hat{A} z \hat{A} \quad v \hat{A} v \hat{A} \acute{e}$
 - $\ddot{\cdot} s \acute{A} U \hat{A} \alpha \hat{A} \rangle \quad \hat{A} \ddot{A} \ll P \acute{E} A i \ddot{A} \ddot{A} \quad v \hat{A} v \hat{A} \acute{e}$
 - $\xi \acute{A} \grave{a} A i \ddot{A} \ddot{A} A i \ddot{A} \ddot{A} \ddot{A} v \hat{A}$
 $\grave{A} A \ddot{\cdot} s \hat{A} \alpha \hat{A} \xi \acute{E} A i \ddot{A} \ddot{A} \quad v \hat{A} v \hat{A} \acute{e}$
 - $\forall \acute{E} \zeta \alpha \tilde{A} v \acute{A} i \circ \hat{A} z \hat{A} \quad v \hat{A} v \hat{A} \acute{e}$
 - $P \acute{A} \ll \ddot{A} \grave{o} P \hat{A} g \hat{A} \quad W \hat{A} \xi \hat{A} v \acute{E} A i \ddot{A} \ddot{A}$
 $v \hat{A} v \hat{A} \acute{e}$
 - $P \acute{A} \ll \ddot{A} \grave{o} P \hat{A} - \alpha \hat{A} \grave{o} \hat{A} u \acute{E} A i \ddot{A} \ddot{A}$
 $\hat{A} \circ \hat{A} P \hat{A} g \hat{A} z \hat{A} \quad v \hat{A} v \hat{A} \acute{e}$
 - **$U \hat{A} \ddot{A} \forall \hat{A} \ddot{A} \quad G v \acute{E} \hat{U} \tilde{A} d \xi \acute{E} \quad v \hat{A} v \hat{A} \acute{e}$**
 - $q \acute{A} \uparrow \ddot{O} \alpha \tilde{A} A i \ddot{A} \ddot{A} \quad \dots \quad \hat{A} \alpha \hat{A} \ddot{A} \grave{E} \phi P U \acute{E}$

Importance of Human Resource Management

- The importance of human resource management is divided as Yodder and Hemerman three standpoints, viz.
 - Social Significance,
 - Professional Significance and
 - Significance of Enterprise.

- $\text{ÀiÁ£À}^{\text{a}} \text{À} \text{ÀA¥À£ÀÆä}^{\text{®}}$
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Functions of Human Resource Management

- Human resource management functions can be classified in following two categories.
 - Managerial functions, and
 - Operative functions

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 $P \acute{A} A i \dot{A} \ddot{A} \delta U \dot{A} \frac{1}{4} \dot{A} \xi \dot{A} \ddot{A} \beta \quad P \acute{E} \frac{1}{4} \dot{A} V \xi \dot{A}$
 $J g \dot{A} q \dot{A} \text{\textcircled{E}} \quad \alpha^a \dot{A} U \dot{A} \delta U \dot{A} \frac{1}{4} \dot{A} \text{\textcircled{e}}$
 $\alpha^a \dot{A} V \dot{A} \delta P \dot{A} j, \dot{A} \xi^o \dot{A} \ddot{A} z \dot{A} \ddot{A}.$
 - $\alpha^a \dot{A} \delta^o \dot{A} u \acute{A} P \acute{A} A i \dot{A} \ddot{A} \delta U \dot{A} \frac{1}{4} \dot{A} \ddot{A}, \alpha^a \dot{A} \ddot{A} v \dot{A} \ddot{A} \hat{U}$
 - $P \acute{A} A i \dot{A} \ddot{A} \delta P \dot{A} j P \acute{A} A i \dot{A} \ddot{A} \delta U \dot{A} \frac{1}{4} \dot{A} \ddot{A}$

Managerial functions

- Human resource planning
 - Organizing
 - Directing
 - Controlling
- $\text{a}^{\text{a}} \text{Ài} \text{Á} \text{£} \text{À}^{\text{a}} \text{À} \text{,} \text{À} \text{A} \text{¥} \text{À} \text{£} \text{À} \text{Æ} \text{ä} \text{®}$
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Operative functions

- Procurement of human resources
 - Development
 - Motivation
 - Wage and salary administration
 - Maintenance
 - Integration function
 - Personnel research
 - Personnel record
- $\text{a}^{\text{a}}\text{ÀiÁ}\text{£}\text{À}^{\text{a}}\text{À} \text{ , } \text{À}\text{A}\text{¥}\text{À}\text{£}\text{À}\text{Æ}\text{ä}\text{®}\text{U}\text{À}\frac{1}{4}\text{À}$
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Skills of effective HR Manager

- Organisational skills
 - Decision making skills
 - Training and development
 - Budgeting skills
 - Empathetic skill
 - Communication skills
 - Loyalty
 - Leadership
 - Social responsibility
 - Quick decision
 - Sympathetical attitude
 - Patience
 - Multi-tasking
 - Conflict management
 - Discretion
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 - æzsÁðgÀ vÉUÉzÀÄPÉÆ¼ÄÄî^aÀ PË±À®åUÀ¼ÄÄ
 - vÀgÀ^ˆÉÃw^aÄÄvÄÄÛ C©ü^aÀÈçP
 - DAiÄÄ^aÀåAiÄÄ æ^aÀð^oÀuÉÃAiÄÄ PË±À®åUÀ¼ÄÄ
 - C£ÄÄ^ˆsÀÆwAiÄÄ PË±À®å
 - „ÁA^aÀ^oÀ£À „Á^aÄÄxÀåð
 - æµÉ×Ã
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 - „Á^aÀiÁfPÀ d^aÁ^ˆÁÝj
 - vÀéjvÀ æzsÁðgÀ
 - „Á^oÀ£ÄÄ^ˆsÀÆwAiÄÄ^aÀvÀð£É
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Human resource development...

Human Resource Development: A Strategic Approach

- Human resource development is the part of human resource management that specifically deals with training and development of the employees in the organization.
- Human resource development is integrated use of training, organization, and career development efforts to improve individual, group, and organizational effectiveness.
- Human resource development is to improve performance and ability of the employee.
- HRD concept was first introduced by Leonard Nadler in 1969 in a conference in US.

Definitions of HRD

- According to Leonard Nadler, "human resource development is a series of organized activities, conducted within a specialized time and designed to produce behavioural changes."
- According to M.M. Khan, "human resource development is the across of increasing knowledge, capabilities and positive work attitudes of all people working at all levels in a business undertaking."

Objectives of HRD

- The major objectives of HRD may be stated as:
 - Improve performance of individual on present job
 - Improve competence of individual to perform future jobs.
 - Improve group dynamism and effectiveness
 - Improve individual's attitude
 - Integrate goal of individual with the goal of the organization
 - Optimize the available human resource in an organization
 - Encourage creativity
 - Provide opportunities and facilities to individual for full expression of their talent potential
 - Improve interpersonal relationship and work culture
 - Bring industrial harmony
 - Increase productivity

HRD Mechanisms

- Performance appraisal
- Potential appraisal
- Career planning
- Training and development
- Organization development
- Rewards
- Employee welfare
- Quality of work life
- Human resource information system

Benefits of Human Resource Development

- HRD (human resource development) makes people more competent.
- HRD programme, makes employees to become more committed to their jobs.
- An environment of trust and respect can be created.
- Acceptability toward change can be created with the help of HRD.
- HRD helps to create the efficiency culture in the organization.
- HRD improves the participation of worker in the organization.

Comparison Chart

Comparison Chart / ಹೋಲಿಕೆ ನಕಾಶೆ

BASIS FOR COMPARISON	HRM	HRD
Meaning	Human Resource Management refers to the application of principles of management to manage the people working in the organization.	Human Resource Development means a continuous development function that intends to improve the performance of people working in the organization.
What is it?	Management function.	Subset of Human Resource Management.
Function	Reactive	Proactive
Objective	To improve the performance of the employees.	To develop the skills, knowledge and competency of employees.
Process	Routine	Ongoing
Dependency	Independent	It is a subsystem.
Concerned with	People only	Development of the entire organization.

Employee wellness

- “Employee wellness can be defined as an active process of becoming aware of and learning to make choices (healthy choices).
- Wellness is not just about not being ill.
- Rather it’s a far broader concept and focuses on keeping the body & mind in good shape to enhance efficiency.
- A company with better employee wellness has a competitive advantage in the form of productivity because a healthy employee will always contribute to the business a level above his/her potential.

- An employee wellness program can be defined as a program or an activity, which is conducted by an organization to improve the wellness of its employee/labors and create a healthy workforce.
- Organizations undertake various wellness programs because it directly affects productivity and hence profitability.
- It helps individuals to overcome their health issues and perform better in the work environment.

The process of designing wellness programmes

- Identifying the needs and desires for wellness programmes.
- Providing management support and forming a wellness programme team.
- Defining aims and budgets for wellness programmes.
- Designing wellness programmes and activities
- Stress management programmes;
 - Weight loss programmes;
 - Smoking cessation programmes;
 - Health risk assessment programmes and screening programmes;
 - Healthy eating programmes.

- Building and encouraging wellness culture.
- Selection of incentives and rewards.
- Communicating and promoting wellness programmes.
- Evaluation of wellness programmes and taking corrective measures and activities.