

Human Resource Management–Meaning and Definition: Human resources are the people who work for the organization; human resource management is really employee management with an emphasis on those employees as assets of the business. The advocates of self-managing teams or autonomous work groups claim that this approach offers a more comprehensive view of organizations than the rather simplistic individual motivation theories that underpin job rotation, enlargement and enrichment.

Performance Reviews/Discipline: In many companies, HR managers conduct or facilitate performance reviews, which is a discussion with an employee about how "she or he is doing relative to the standards and expectations laid out in the job description," according to the Bureau of Labor Statistics. This also includes providing any follow-up training or goals. If needed, HR managers perform or assist with the discipline or firing of employees for not following company policy. They also conduct exit interviews.

Allocating Resources/Layoffs: HR managers may help with layoff decisions and allocating remaining resources after layoffs. They may be responsible for informing employees of the layoffs and providing them with severance information.

Human resource planning–Meaning and Definition: Human Resource Planning is the process of determining and ensuring that the organization has adequate number of qualified persons available at the proper times. The same number of employees should be able to perform jobs which meets the needs of the organization and provides satisfaction for individual employees. Human resource planning is concerned with the flow of people into, through and out of the organization. HR planning involves anticipating the need for labor and the supply of labor and then planning the programs necessary to ensure that the organization will have the right mix of employees and skills when and where they are needed. Forecasting the future can be very inexact science, so human resource planning may also include multiple scenarios and contingency plans.

Some Other Definitions: HRP has been defined by Geisler (1967), o As a process of forecasting, developing and controlling human resources in an enterprise. This process helps the enterprise to ensure that it has right number of people and the right kind of people at the right place at the right time performing tasks for which they are most effective. o Similarly Wilkstorm (1971) defines it "As a process involving; forecasting of future requirements, inventorying the present resources and assessing the extent to which these resources are optimally utilized and also planning of necessary HR programs.

Job enrichment aims to maximize the interest and challenge of work by providing the employee with a job that has these characteristics: o it is a complete piece of work in the sense that the worker can identify a series of tasks or activities that end in a recognizable and definable product; o it affords the employee as much variety, decision-making responsibility and control as possible in carrying out the work; o it provides direct feedback through the work itself on how well the employee is doing his or her job.

A self-managing team enlarges individual jobs to include a wider range of operative skills (multi-skilling), decides on methods of work and the planning, scheduling and control of work, distributes tasks itself among its members and monitors its own performance, taking corrective action when required.

Human Resource Management (HRM) can be defined as the set of programs, functions, and activities designed and performed in order to maximize both employee as well as organizational effectiveness. As described by Herzberg (1968), job enrichment is not just increasing the number or variety of tasks; nor is it the provision of opportunities for job rotation. It involves multi-skilling – job demarcation lines are eliminated

as far as possible and encouragement and training are provided for employees to acquire new skills. (Beer et al, 1984) HRM comprises a set of policies designed to maximize organizational integration, employee commitment, flexibility and quality of work. Adjustments: Job design allows for adjustments for physically demanding jobs by minimizing the energy spent doing the job and by aligning the manpower requirements for the same. Job enlargement This means combining previously fragmented tasks into one job, again to increase the variety and meaning of repetitive work. Self-managing teams (autonomous work groups) These are self-regulating teams who work largely without direct supervision. The philosophy on which this technique is based is a logical extension of job enrichment but is strongly influenced by socio-technical systems theory. Other definitions of HRM Human resource management involves all management decisions and actions that affect the nature of the relationship between the organization and its employees – its human resources. Job rotation This is the movement of employees from one task to another to reduce monotony by increasing variety. High-performance work design This concentrates on setting up working groups in environments where high levels of performance can be achieved. Job enrichment This goes beyond job enlargement to add greater autonomy and responsibility to a job and is based on the job characteristics approach. Be that as it may, the strength of this system is that it does take account of the social or group factors and the technology as well as the individual motivators. As described by Buchanan (1987), this requires management to define what it needs in the form of methods of production and the results expected from its introduction. As with other business assets, the goal is to make effective use of employees, reducing risk and maximizing return on investment (ROI). It is a management function that helps organization in recruiting, selecting, and training, developing and managing its members. 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. These approaches may relieve boredom, but they do not result in positive increases in motivation. Self-managed teams are set up with full responsibility for planning, controlling and monitoring the work. HRM is concerned with the management of people in the organization from Recruitment to Retirement. In this context, employees are sometimes referred to as human capital.

27 Techniques:
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