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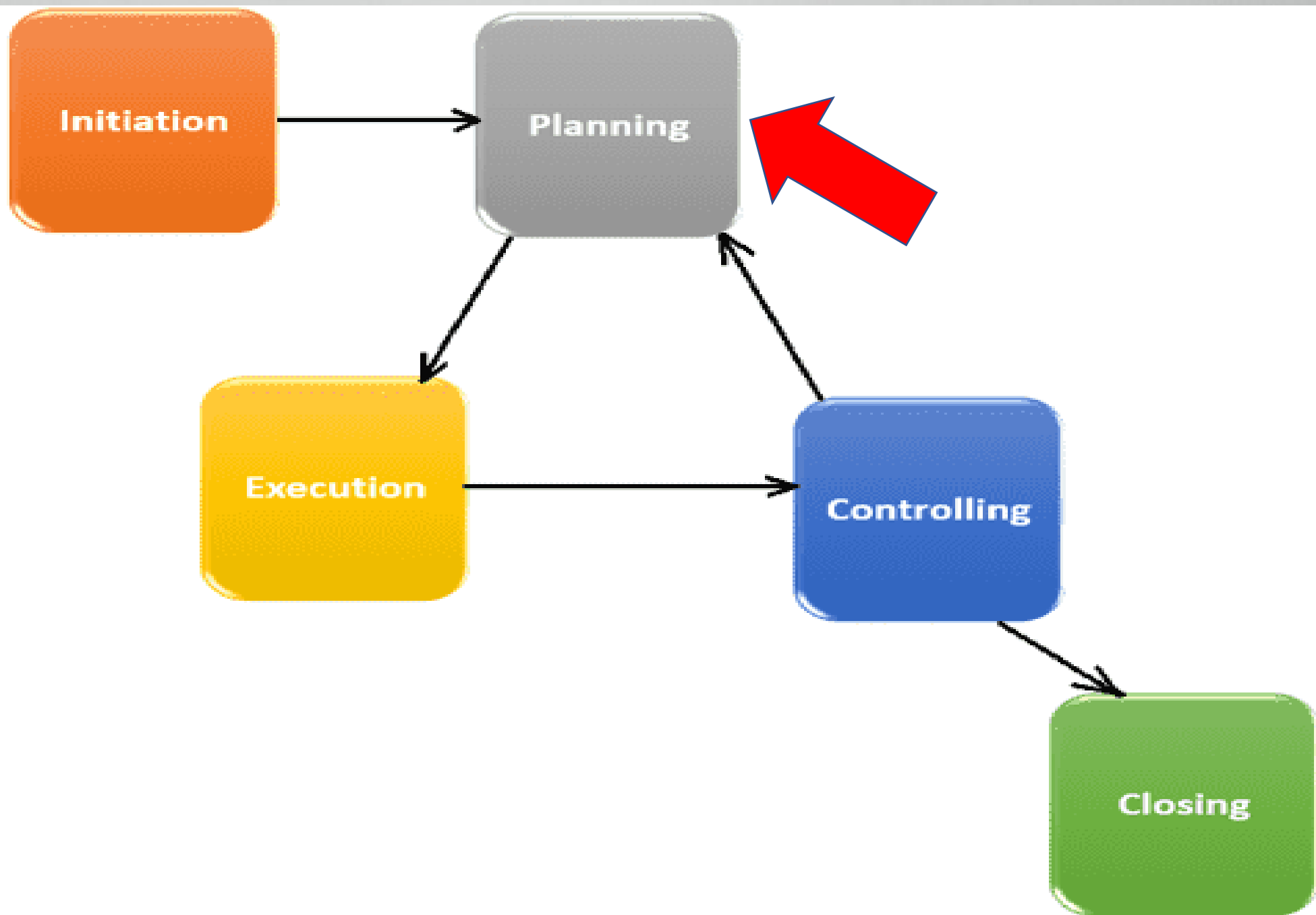
Project Planning

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PMG202

Lecture 6

Project Planning- Human Resource
management



Project Planning

Project Planning

Once a project is selected for execution, the structural project planning approach prescribes that the project get planned in detail prior to the actual start of the project.

Project planning consists of 4 main stages:

- 1. Risk Management**
- 2. Quality Management**
- 3. Human Resource Management**
- 4. The Project Schedule, and budget**



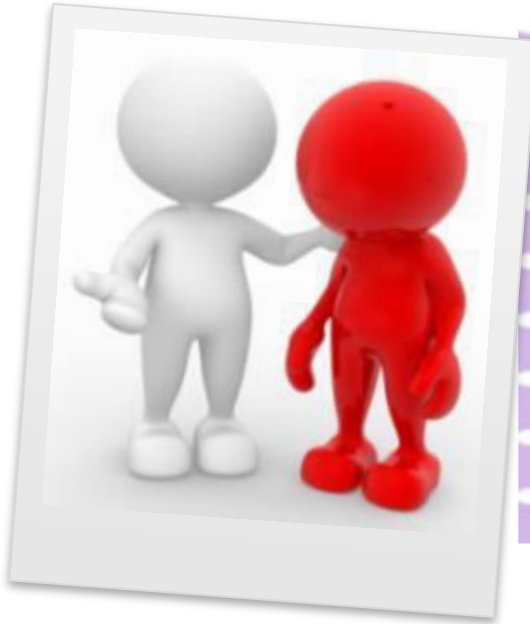
Learning Outcomes

Look at the questions given below and try answering them.

- Whom do you send your resume to when you see a job opening that interests you?
- Who gives you the job offer and discusses your pay package with you?
- Who inducts you into the organization when you are a new employee?
- Whom do you contact when you have any doubts regarding your pay package, perks, benefits, conveyance, leave management etc.?
- Who helps you in the final exit formalities when you leave an organization?

You must have guessed correctly. It is the Human Resource Managers and people from the HR Department who take care of you right from the time when you apply to a company, you get the job, you join the company, are working with the company till the time you leave the company.





Hence, in your entire lifecycle of involvement with the company, the HR always stands by you and supports you during your tenure with the company. Hence, HR managers are also known as **'People Managers', 'People Enablers'** and the practice as **'Human Resource or People Management'**.

Definition of HRM

Definition of HRM

The process of defining HRM leads us to two different definitions. They are:

1. Traditional Definition

2. Contemporary Definition

Definition of HRM

Traditional Definition:

- The first definition of HRM is that it is the process of **managing people** in organizations in a structured and thorough manner.
- This covers the fields of staffing (hiring people), retention of people, pay and perks setting and management, performance management, change management and taking care of exits from the company to round off the activities.

Definition of HRM

Contemporary Definition:

- The second definition of HRM encompasses the management of people in organizations from a macro perspective i.e., managing people in the form of a **collective relationship between management and employees**.
- This approach focuses on **the objectives and outcomes of the HRM function**.
- What this means is that the HR function in contemporary organizations is concerned with the notions of people enabling, people development and a focus on making the 'employment relationship' fulfilling for both the management and employees.

Importance of HRM for Organizational Success

Importance of HRM for Organizational Success

The following are the various reasons that organizations need to give importance to HRM:

- The Evolving Business Paradigm
- Strategic Management and HRM
- Need for Adopting a Holistic Approach

Importance of HRM for Organizational Success

• The Evolving Business Paradigm

- One of the factors behind organizations giving a lot of attention to their people is the nature of the firms in the current business environment.
- There has been a steady movement towards an economy based on services; hence, it becomes important for firms engaged in the service sector to keep their employees motivated and productive.
- Even in the manufacturing and the traditional sectors, the need to remain competitive has meant that firms in these sectors deploy strategies that make effective use of their resources.
- This changed business landscape resulted due to a paradigm shift in the way businesses and firms view their **employees as more than just resources and instead adopt a 'people first' approach.**
- the human resource department is **a service department**, handles all the organization's activities pertaining to the employees.

Importance of HRM for Organizational Success

- **Strategic Management and HRM**

- Moreover, there is a need to align organizational goals with that of the HR strategy to ensure that there is **alignment of the people policies with that of the management objectives**.
- This means that the HR department can no longer be viewed as an appendage of the firm but instead is a **vital organ in ensuring organizational success**.
- The current HRM practices in many industries are taken as seriously as the marketing and production functions.

Importance of HRM for Organizational Success

- **Need for Adopting a Holistic Approach**

- The practice of HRM must be **applied to the overall strategic goals for the organization** instead of a standalone tint that takes a unit based or a micro approach.
- The idea here is to adopt a holistic perspective towards HRM that **ensures that there are no piecemeal strategies** and the HRM policy enmeshes itself fully with those of the organizational goals.
- The practice of HRM needs **to be integrated with the overall strategy** to ensure effective use of people and provide better returns to the organizations in terms of ROI (Return on Investment).
- Unless the HRM practice is designed in this way, **the firms stand to lose** from not utilizing people fully and this does not bode well for the success of the organization.

Scope of Human Resource Management

Scope of Human Resource Management

HRM in Personnel Management:

- The overall objective here is to ascertain **individual growth**, development and effectiveness which indirectly contribute to **organizational development**.
- HRM in Personnel Management is typically **direct manpower management** that involves:
 - manpower planning,
 - hiring (recruitment and selection),
 - **training and development**, developing new skills,
 - transfer,
 - promotion, allowances, compensation,
 - **Payroll management**
 - layoff and retrenchment.
 - performance appraisal,

Scope of Human Resource Management

HRM in Employee Welfare

- HRM in Employee Welfare is a particular aspect of HRM which **deals with working conditions and amenities at workplace.**
- Employee welfare is about determining **employees' real needs and fulfilling them** with active participation of both management and employees.
 - This includes a wide array of responsibilities and services such as **safety services, health services, welfare funds, social security and medical services.**
 - It also covers appointment of safety officers, making the environment worth working, eliminating workplace hazards, support by top management, job safety, safeguarding machinery, cleanliness, proper ventilation and lighting, medical care, sickness benefits, employee injury benefits, personal injury benefits, maternity benefits, unemployment benefits and family benefits, **Grievance handling.**
 - it also takes care of canteen facilities, crèches, rest and lunchrooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

Scope of Human Resource Management

HRM in Industrial Relations

- HRM in Industrial Relations needs careful **interactions with labor or employee unions**, addressing their grievances and settling the disputes effectively in order **to maintain peace and harmony in the organization.**

Scope of Human Resource Management

Succession Planning

- the HR planning process is '**Succession Planning**'.
- Succession Planning refers to the way in which a company forms **policies for replacing key members of its organization**, shifting transfer of authority and responsibility carefully from a leaving member to a new member.
- This often entails ensuring that an **arriving employee has the necessary training and experience to fulfill their functions**.

Processes in Human Resource Management

Processes in Human Resource Management

The following are the various HR processes:

Human Resource Planning (Recruitment, Selection, Hiring, Training, Induction, Orientation, Evaluation, Promotion and Layoff)	1
Employee Remuneration and Benefits Administration	2
Performance Management	3
Employee Relations	4

Processes in Human Resource Management

Human Resource Planning (Recruitment, Selection, Hiring, Training, Induction, Orientation, Evaluation, Promotion and Layoff)

1

Human Resource Planning involves the following functions:

- **Recruitment:** It aims at attracting applicants that match a certain Job Criteria.
- **Selection:** The next level of filtration. This aims at short listing candidates who are the closest match in terms qualifications, expertise and potential for a certain job.
- **Hiring:** This involves deciding upon the final candidate who gets the job.
- **Training and Development:** These processes work on an onboard employee for up gradation of his skills and abilities.



Processes in Human Resource Management

Employee Remuneration and Benefits Administration

2

Employee Remuneration and Benefits Administration is the process that involves deciding upon **salaries and wages, Incentives, Fringe Benefits and Perquisites** etc.

This process is very important because **money** is the prime motivator in any job. Performing employees seek raises, better salaries and bonuses.



Processes in Human Resource Management

Performance Management

3

Performance Management helps the organization to **train, motivate and reward workers**. It is also meant to ensure that the **organizational goals** are met with efficiency.

Nowadays, there is an automated **Performance Management System (PMS)** that gathers and provides all the information to help managers evaluate the performance of the employees and assess them accordingly on their training and development needs.



Employee Relations

4

Employee relations include Labor Law and Relations, working environment, employee health and safety, employee- employee conflict management, employee-employer conflict management, quality of work life, workers compensation, employee wellness and assistance programs, counseling for occupational stress.



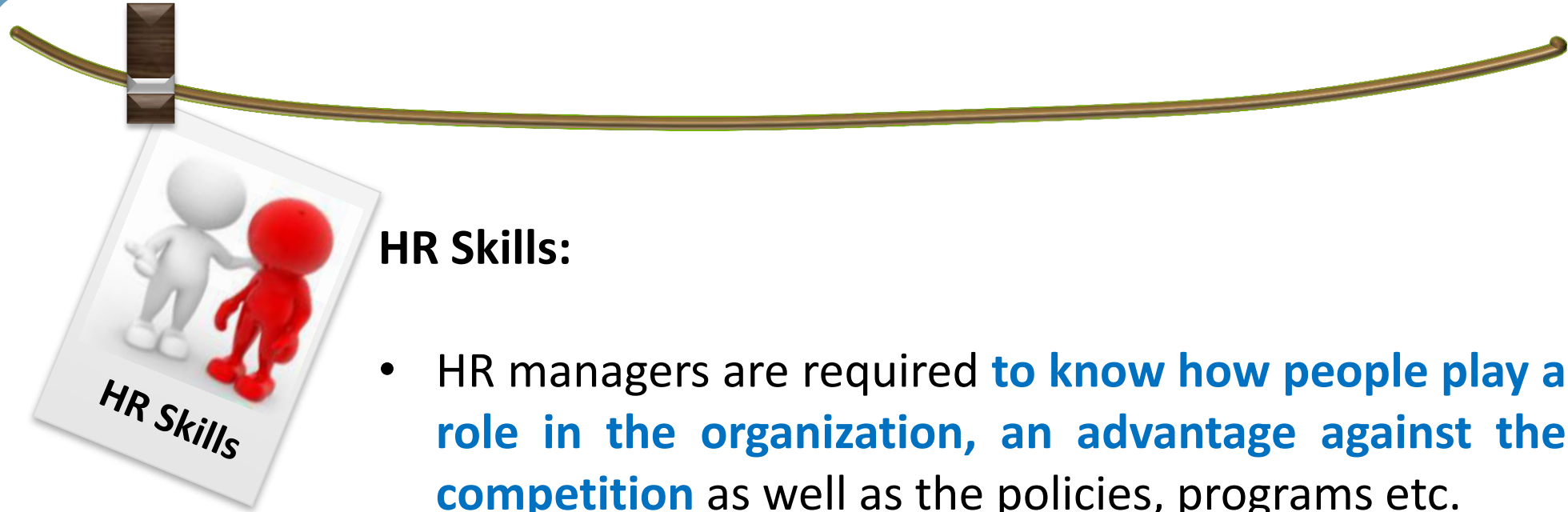
Skills of HR Professionals

Skills of HR Professionals

The various skills of HR professionals are as follows:



Skills of HR Professionals



HR Skills:

- HR managers are required **to know how people play a role in the organization, an advantage against the competition** as well as the policies, programs etc.
- So, Today's HR professional must be skilled at **communicating, negotiating and team development.**

Skills of HR Professionals



Decision Making Skills:

- HR managers should **take a variety of decisions** that affect whether **employees are qualified** and motivated and whether the organization is operating efficiently and complying with the law.
- This requires **knowledge of the organization's** line of business and decisions must take into account social and ethical implication of the alternatives.

Skills of HR Professionals



Technical Skills:

These skills are **specialized skills**.

In HRM, professionals need knowledge of state-of-the-art practices in such **areas as staffing, development, rewards, organizational design** etc.

Skills of HR Professionals



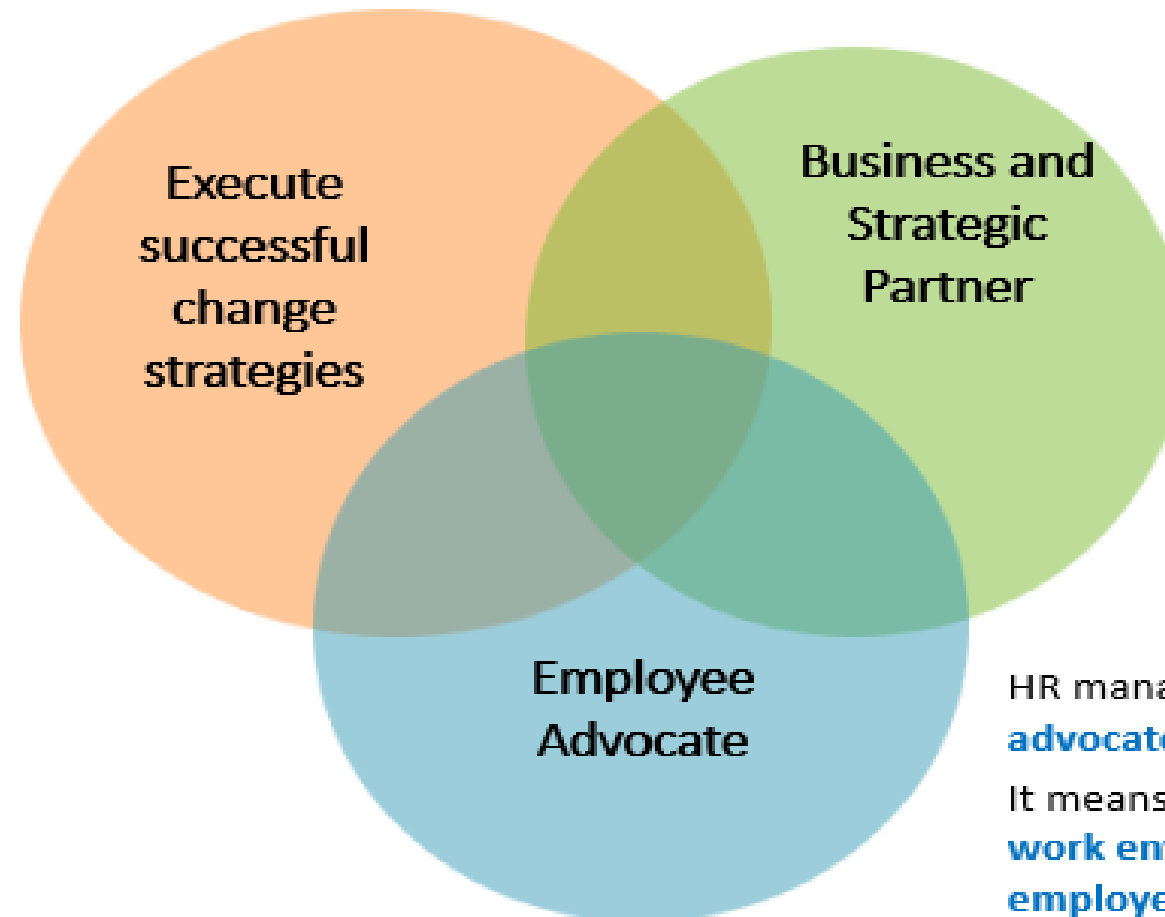
Leadership Skills:

- HR managers need to play **a leadership role** with regard to the organization's HR.
- In today's environment, leadership often requires helping the organization **manage change**. HR professional must **oversee the changes taking place to make it a success.**

Emerging HRM Functions

Emerging HRM Functions

The following are some of the emerging HRM functions:



HR managers have to be **change agents**, thus requiring them to acquire **knowledge** about and the ability **to execute successful change strategies** in the organization.

HR managers contribute to:

- **the development of the organization,**
- **realization of business plans**
- **and achievement of objectives.**

HR managers have to serve as **advocates of the employees**.

It means that they have to **create a work environment in which the employees are motivated, contributing and happy.**

Summary

- Definition of HRM
- Importance of HRM for Organizational Success
- Scope of Human Resource Management
- Processes in Human Resource Management
- Skills of HR Professionals
- Emerging HRM Functions



Questions

Which of the following is the correct abbreviation of HRM?

- Human Resource Management
- Human Resourcefulness Management
- Human Relation Management
- Humanistic Relation Management

Which of the following correctly defines the Human Resource Department?

- Service department
- Functional department
- Line department
- Authority department

Questions

What is the need for Human Resource Planning?

All Answers are correct

For undergoing an effective employee development program

To represent a base for recruitment

To represent a base for selection policy

What does Technical Skills refer to?

specialized skills

take a variety of decisions.

communicating, and negotiating

All answers are incorrect

Questions

Which of the following is NOT a scope of HRM?

- Quality management
- Training and development
- Payroll management
- Grievance handling

Which of the following is an aspect of HRM which deals with working conditions and amenities at workplace?

- Employee welfare
- Personnel management
- industrial relations
- Performance Management

Questions

The various skills of HR professionals are-----

All answers are correct

HR skills

Decision making skills

Technical skills

HRM is the process of managing people in organizations in a structured and thorough manner. this Definition of HRM is---

Traditional Definition

Contemporary Definition

Traditional and Contemporary Definition

Fact- based Definition

Questions

attracting applicants that match a certain Job Criteria. this is---

Recruitment

Selection

Training and Development

All answers are incorrect.

Which of the following is the correct abbreviation of PMS?

Performance Management System

Performance Management Resourcefulness

Performance Management Relation

Humanistic Relation Management

Questions

Communicating, negotiating and team development., Those skills are---

HR skills

Decision making skills.

Technical skills

leadership skills

HRM Functions are----

All answers are correct.

Execute successful change strategies

Employee Advocate

Business and Strategic Partner



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Thank You

