

## Chapter 1 : Glossary of Management Terms

*Human resources management, or HR management, is a vital asset to all medium and large companies. The HR department handles a variety of tasks for the company, including employee benefits, training, discipline and other tasks that work directly with the employees of the company.*

Accident Compensation Affirmative Action Also: Carried out on behalf of women and disadvantaged groups and members of such groups are placed in dominant positions. Appraisal See Performance planning. Robert Kaplan and David Norton, the balanced scorecard is a management and measurement system which enables organisations to clarify their vision and strategy and translate them into action. The goal of the balanced scorecard is to tie business performance to organisational strategy by measuring results in four areas: Behaviorally Anchored Rating Scale BARS An appraisal that requires raters list important dimensions of a particular job and collect information regarding the critical behaviors that distinguish between successful and unsuccessful performance. These critical behaviours are then categorised and appointed a numerical value which is used as the basis for rating performance. Behavioural Based Interview An interview technique which focuses on a candidates past experiences, behaviours, knowledge, skills and abilities by asking the candidate to provide specific examples of when they have demonstrated certain behaviours or skills as a means of predicting future behaviour and performance. Broadbanding A pay structure that consolidates a large number of narrower pay grades into fewer broad bands with wider salary range. Bumping The practice of allowing more senior level employees whose positions have been slotted for elimination or downsizing the option of accepting an alternative position within the organisation, for which they may be qualified to perform and which is currently occupied by another employee with less seniority. Change Management The deliberate effort of an organisation to anticipate change and to manage its introduction, implementation, and consequences. Collective Bargaining The process by which [an] employer[s] will negotiate employment contracts with [a] union[s]. Common law Decisions of the Courts also known as Precedent. Competency-based pay Competency based pay is a compensation system that recognises employees for the depth, breadth, and types of skills they obtain and apply in their work. Also known as skill based and knowledge based pay. Compensation Compensation for injury to an employee arising out of and in the course of employment that is paid to the worker or dependents by an employer whose strict liability for such compensation is established by statute. Other systems in an organisation can be copied but not the people in the organisation. Confidentiality agreement An agreement restricting an employee from disclosing confidential or proprietary information. Coercion by threats to act promises to refrain and includes a resignation given as an alternative to be dismissed. A breach of duty by the employer leading a worker to resign. Contingent workers Employees who may be: Contract for services An agreement with an independent contractor. Contract of service An employment agreement. Core competencies The skills, knowledge and abilities which employees must possess in order to successfully perform job functions which are essential to business operations. Core Labour Force A small group of permanent workers, for example, strategists, planners. Corporate mission The aims and objectives of an organisation. Cost leadership A strategy of becoming the lowest-cost producer in its industry. Critical incidents A method of avoiding the subjective judgements which are the feature of most ranking and rating systems. It is the keeping, by management, of a record of on-job incidents or behaviours which may be examples of [in]effective behaviour and used as background information for subsequent discussions and performance appraisals. See also Structural capital. Cyclical unemployment A form of unemployment "rises in times of economic recession and falls in times of prosperity. Now shows signs of being able to withstand increased prosperity. Delaying The removal of hierarchical layers in an organisation. Deregulation The removal of entities such as financial markets, road and transport from governmental control. Differentiation A strategy of being unique in an industry on dimensions customers value. Distance Learning The process of delivering educational or instructional programmes to locations away from a classroom or site to another location by varying technology such as video or audio-conferencing, computers, web-based applications or other multimedia communications. Disciplinary

procedure A procedure carried out in the workplace in the event of an employee committing some act contrary to terms of the employment agreement. If the act is regarded as Gross Misconduct this may lead to Summary Dismissal. Discrimination The favouring of one group of people to the detriment of others. Distributive bargaining Related to the process of Negotiation. Known also as Competitive bargaining "The parties are concerned with their respective shares of the benefits available and compete and conflict with each other until one side wins an increased share at the expense of the other. Due diligence A critical component of mergers and acquisitions, it is the process by investigation and evaluation is conducted to examine the details of a particular investment or purchase by obtaining sufficient and accurate information or documents which may influence the outcome of the transaction. Employment Court Ultimate court dealing with employment disputes. Employee retention Organisational policies and practices designed to meet the diverse needs of employees, and create an environment that encourages employees to remain employed. Empowerment The process of enabling or authorising an individual to think, behave, take action, and control work and decision-making in autonomous ways. Ergonomics The measurement of physical characteristics of the human body and the development of equipment to fit them, so that strain on the body is reduced. Equity theory Based on the notion that people are motivated by a desire for fairness, that is, to be treated fairly and will compare their own efforts and the rewards of others in the organisation with a view to judging the fairness of their treatment. Exit Interview An interview between a member of staff of the organisation that an employee is leaving to ascertain the reasons for the employee leaving the organisation. Used for possible changes. Extrinsic rewards Two forms: Money and non-money rewards. Fixed Term Employment An employee and an employer may agree that the employment of the employee will end at the close of a specified date or period or on the occurrence of a specified event or at the conclusion of a specified project. See Section 56 of the Employment Relations Act Freedom of association The right to belong to a union. As protected by the Human Rights Act Functional job analysis The preparation required for the construction of a job description. It is necessary to collect data on the job to be advertised. Generations Baby Boomers "The term used to describe those individuals born between and Generation X - The term used to describe individuals born between and Generation Y - The term used to describe individuals born between and the present. Generation I - The term used to describe children born after that are growing up in the Internet age. Goal Setting The process of setting and assigning a set of specific and attainable goals to be met by an individual, group or organisation. Good faith bargaining A duty under Section 4 of the Employment Relations Act to conduct negotiations where two parties meet and confer at reasonable times with open minds and the intention of reaching an agreement. Grievance A complaint brought by one party to an employment contract against another party. Group dynamics The social manner in which people interact with each other within a group. Gross misconduct An act committed by any personnel likely to lead to Summary Dismissal. HR Audit A method by which human resources effectiveness can be assessed. Can be carried out internally or HR audit systems are available. Hawthorne Effect A term produced as a result of an experiment conducted by Elton Mayo whereby he concluded that expressing concern for employees and treating them in a manner which fulfills their basic human needs and wants will ultimately result in better performance. Hierarchy of needs A psychology theory ascribed to Abraham H. Maslow in which he proposed that people will constantly seek to have their basic needs sleep, food, water, shelter, etc. HR information systems A discrete computerised information system for HR purposes. HR Management The management of human resources within an organisation. HR planning The activity of planning human resources usually in connection with the overall strategic planning of the organisation. Incentive pay Additional compensation used to motivate and to reward employees for exceeding performance or productivity goals. Individual employment agreement The legal relationship between an employee and employer. See Part 6 of the Employment Relations Act Induction The process of introducing a new employee into the organisation. Industrial relations The study of theories and practices in the workplace relationship. Intangible rewards Non-monetary re-enforcers such as praise given to an employee in recognition of a job well done, or a particular achievement. International Labour Organisation An organisation set up by the United Nations to establish, amongst other matters, conventions on practices in the workplace. Intrinsic reward A reward given to an employee for achievement of a particular goal, objective

or project. ISO Developed by the International Organisation for Standardisation ISO , it is a set of standards for quality management systems that is accepted around the world. Organisations that conform to these standards can receive ISO certification. The standard intended for quality management system assessment and registration is ISO The standards apply uniformly to organisations of any size or description. Job analysis The preparatory stage for writing job descriptions. Job Description A written description of a job which includes information regarding the general nature of the work to be performed, specific responsibilities and duties, and the employee characteristics required to perform the job. Job evaluation Used for compensation planning purposes, it is the process of comparing a job with other jobs in an organisation to determine an appropriate pay rate for the job. Key Result areas Used to establish standards and objectives, key result areas are the chief tasks of a job identified during the job evaluation process. KSAs Knowledge, skills and abilities “ the personal attributes that a person has to have to perform the job requirements. Labour Market A geographical or occupational area in which factors of supply and demand interact. Labour force mobility The willingness of potential employees to travel or move to where work is offered. Labour force participation A rate at which the number of people in the labour force is divided by the number of people of working age x Leadership The process, by which an individual determines direction, influences a group and directs them toward a specific goal or organisational mission. Leadership Development Formal and informal training and professional development programmes designed for all management and executive level employees to assist them in developing the leadership skills and styles required to deal with a variety of situations. Legislation Law emanating from Parliament in the form of Acts. Often times given in lieu of pay increases. Matrix organisation An organisational structure where employees report to more than one manager or supervisor.

**Chapter 2 : Human Resource Management: HRM Key Terms**

*Human Resource Management (HRM) is the term used to describe formal systems devised for the management of people within an organization. The responsibilities of a human resource manager fall into.*

You can help by adding to it. March Human resource management used to be referred to as " personnel administration. However, they did not focus on any employment relationships in an organizational performance level or on the systematic relationships in any parties. This led to a lacked unifying paradigm in the field during this period. The owner, John Henry Patterson , after several union strikes and employee lockouts, he organized a personnel department to deal with grievances, discharges and safety, and training for supervisors on new laws and practices after several strikes and employee lockouts. During the s, American business began experiencing challenges due to the substantial increase in competitive pressures. Companies experienced globalization , deregulation , and rapid technological change which caused the major companies to enhance their strategic planning - a process of predicting future changes in a particular environment and focus on ways to promote organizational effectiveness. This resulted in developing more jobs and opportunities for people to show their skills which were directed to effective applying employees toward the fulfillment of individual, group, and organizational goals. It consists of all the activities that companies used to ensure more effective utilization of employees. Origins of the terminology[ edit ] Pioneering economist John R. Commons used the term "human resource" in his book *The Distribution of Wealth* but did not further build upon it. If the market is "tight" i. The distance to travel to work should be in line with remuneration, and the transportation and infrastructure of the area also influence who applies for a position. Some analysis suggests that human beings are not " commodities " or "resources", but are creative and social beings in a productive enterprise. The revision of ISO , in contrast, requires identifying the processes, their sequence and interaction, and to define and communicate responsibilities and authorities. In general, heavily unionised nations such as France and Germany have adopted and encouraged such approaches. Also, in , the International Labour Organization decided to revisit and revise its Recommendation on Human Resources Development, resulting in its " Labour is not a commodity " principle. One view of these trends is that a strong social consensus on political economy and a good social welfare system facilitate labour mobility and tend to make the entire economy more productive, as labour can develop skills and experience in various ways, and move from one enterprise to another with little controversy or difficulty in adapting. Another important controversy regards labour mobility and the broader philosophical issue with usage of the phrase "human resources". Governments of developing nations often regard developed nations that encourage immigration or "guest workers" as appropriating human capital that is more rightfully part of the developing nation and required to further its economic growth. Development[ edit ] Human resources play an important part of developing and making a company or organization at the beginning or making a success at the end, due to the labour provided by employees. Human resources is intended to show how to have better employment relations in the workforce. Also, to bring out the best work ethic of the employees and therefore making a move to a better working environment. The strategic planning component came into play as a result of companies recognizing the need to consider HR needs in goals and strategies. HR directors commonly sit on company executive teams because of the HR planning function. Numbers and types of employees and the evolution of compensation systems are among elements in the planning role. Additionally, this area encompasses the realm of talent management.

**Chapter 3 : human resources 3 - Vocabulary List : [www.nxgvision.com](http://www.nxgvision.com)**

*Human resource management is a contemporary, umbrella term used to describe the management and development of employees in an organization. Also called personnel or talent management (although these terms are a bit antiquated), human resource management involves overseeing all things related to managing an organization's human capital.*

Should you wish to add other appropriate terms to it, please contact hrinz hrinz. Used as a parable to illustrate the dangers of organisational groupthink where the inclination to conform to the action of others takes priority over independent, rational decision-making processes. Accounts Payable The monies the company owes for goods or services received, but not yet paid for. Acid test ratio Current assets - current liabilities. Acquisition One firm gains a controlling interest in another. Arbitration Referral of a dispute to a third party for settlement or advice; method of settling an industrial dispute where a third party renders a binding decision. Attrition Decrease in total employment of an organisation or industry through the normal course of events such as resignation, retirement or death. Balanced Scorecard A strategic, measurement-based management system, originated by Robert Kaplan and David Norton, which provides a method of aligning business activities to the strategy, and monitoring performance of strategic goals over time. Barriers to entry Barriers to entry are those things that make it difficult for a new company to compete against companies already established in the field. Examples include such things as patents, trademarks, copyrighted technology, and a dominant brand. Bureaucratic theory This is the contribution to classical management theory from the German academic Max Weber - Buy Back The repurchase by a company of some or all of its shares from an investor, who acquired them by putting venture capital into the company when it was formed. May also occur when a company buys back the shares in a public company so that it becomes privately owned again. Buy Out The purchase of the ownership, controlling interest, shares etc of a company. May also occur when a company is sold to its top managers. Coalface The place where the actual physical work gets done as opposed to managing and administration. Compensation Compensation for injury to an employee arising out of and in the course of employment that is paid to the worker or dependents by an employer whose strict liability for such compensation is established by statute. Control The measurement and correction of the performance of subordinates to ensure that organisational objectives and the plans for attaining them are being met. See Management information systems. Its core strengths and abilities. Cost Benefit Analysis Calculation of the estimated costs and gains from an anticipated strategic decision. Cost Centre Unit of firm measured by its variance from budget. Due Diligence The process of enquiry made during a merger and acquisition and by the purchaser as to the various financial, logistical and legal matters involved in such a transaction. Economies of scale and scope Scale: Efficiency Ratio of outputs to inputs. Efficiency increases when costs of inputs are reduced or value of outputs are increased. Ethics Standards of conduct, moral judgement. Expected Value The estimated or assessed cost or benefit of some action, proposal or event multiplied by the expected probability of it occurring. Planning; Organising; Motivating; Controlling; Co-ordinating. Fiduciary responsibility Holding or investing of property or assets that have been entrusted to an individual or organisation for a beneficiary. They include facilities, equipment, and real property. They include salaries, rent, insurance, etc. This is part of the planning process and is an early method of scheduling Goodwill Used exclusively for accounting and financial purposes. It is the vague and arguable excess value of a business or asset over its net worth usually intangible. Gross Profit Gross Profit equals sales revenue minus the cost of goods sold. Hostile Takeover Acquisition of a company which opposes the transaction. Human relations-orientated theory Contributed by Elton Mayo - Insider Trading Trading in a security buying or selling a stock based on material information that is not available to the general public. It is distinguished from capital property. Intervention Used in Organisational Development to describe the range of activities by the client and consultant during an organisation development programme. Job Characteristics A manager should analyse the job content along five dimensions: Job Design This aspect of management is part of organisation structure. Job Enrichment Involving the assignment of more decision-making responsibilities to the worker. Job Rotation and Enlargement A reaction against job specialisation. Linked to the Human Relations School. Job Specialisation

A process of reducing the job content. There will be minimal variety. Leadership Theories The following represent the leading exponents of leadership theory: Organisations usually have invested much money and effort in them and are often unwilling or unable to replace them. If Net Income is positive it is also called Net Profit. Non-disclosure Agreement A Non-disclosure Agreement is a legal contract that allows a company to share its intellectual property IP with others, whose input it needs, without unduly jeopardizing that information. Management The achievement of objectives by identifying and utilising material and human resources. Management information systems See Control. The exercise of control depends on the collection of sufficiently accurate and timely information. Manager Anyone who holds a senior level in a particular organisation. Matrix Organisation The development of project organisation. Merger A combination of two or more firms into one operational entity. Subjective side is a condition in the individual, which is called a need, a drive or a desire; Objective side is an object outside the individual, which may be called the incentive or goal. When the natures of the need and the incentive are such that obtaining the incentive satisfies the need, we call the situation motivating. Nonprofit organisation An organisation established solely for providing a service, not for making a profit. Objectives Peter Drucker in *The Practice of Management* cites eight key areas in which objectives of performance and results should be set: Market standing; Innovation; Productivity; Physical and financial resources; Profitability; Manager performance and development; Work performance and attitude, and; Public responsibility. Organisational Development planned, organisation-wide effort, managed from the top, to increase organisational effectiveness through planned interventions in the organisation process using behavioural science knowledge. Outcome A description of the intended result, effect, or consequence that will occur from carrying out a program or activity. A long-term, ultimate measure of success or strategic effectiveness. Outplacement Assistance provided to employees who are losing their jobs. Performance Indicator A particular value or characteristic used to measure output or outcome. Peripheral technology Proprietary knowledge of a firm that is not related to its most important product or service. Once this occurs there is no further promotion. Planning and Control There are two techniques used widely by management for planning and control: Reward power is the capability to offer something of value, a positive outcome, as a means of controlling other people. Coercive power is the capability to punish or withhold positive outcomes as a means of controlling other people. Legitimate power is the capability to control other people by virtue of the rights of office. Profit Centre Unit the firm controls measures by its profit or loss performance. It is calculated as Net Profit divided by Net Worth, and expressed as a percentage. Scientific Management Classical-orientated theories associated with Frederick Winslow Taylor - Strategy An ongoing programme of activity which is designed to help an organisation or an individual achieve goals and objectives. A corporate strategy can be evaluated on six basic criteria: Internal consistency; Consistency with the environment; Appropriateness in the light of available resources; An acceptable degree of risk; An appropriate time horizon; Feasibility of the strategy. Systems Management Maintaining an information system; may involve system analysis, design, application development and implementation. Test Marketing Introducing new product in a limited area to reduce the financial risk of a full introduction and to determine its likely acceptance in the market. Total Quality Management TQM is concerned with quality right throughout the organisation, not just at the production stage. Value Chain All the activities that a firm uses to design, produce, market, deliver and support its product. Variable Costs Expenses that vary based on production volumes. They include material, labour, production utilities, etc. Virtual Reality Computer-generated simulation of reality in which users can interact with the use of specialised peripherals. Vision Long-term goal of strategy. What an organisation is and wants to become. Working Capital The funds tied up in such things as inventories and debtors as distinct from fixed assets such as building and plant.

## Chapter 4 : Human Resource Management (HRM) - Definition and Concept

*Human Resources Institute of New Zealand (HRINZ) is the professional body for those involved in Human Resource Management and the development of people. HRINZ represents the interests of 3,+ individual members who make up around 45% of the known New Zealand HR market.*

Personnel analyst A Closer Look at Human Resource Management Human resource management involves developing and administering programs that are designed to increase the effectiveness of an organization or business. It includes the entire spectrum of creating, managing, and cultivating the employer-employee relationship. For most organizations, agencies, and businesses, the human resources department is responsible for: Managing job recruitment, selection, and promotion Developing and overseeing employee benefits and wellness programs Developing, promoting, and enforcing personnel policies Promoting employee career development and job training Providing orientation programs for new hires Providing guidance regarding disciplinary actions Serving as a primary contact for work-site injuries or accidents Human resource management is about: Addressing current employee concerns: Unlike company managers who oversee the day-to-day work of employees, HR departments deal with employee concerns such as benefits, pay, employee investments, pension plans, and training. Their work may also include settling conflicts between employees or between employees and their managers. The human resource management team recruits potential employees, oversees the hiring process background checks, drug testing, etc. Managing the employee separation process: The HR management team must complete a specific set of tasks if an employee quits, is fired, or is laid off. Paperwork must be completed to ensure that the process was completed legally. Severance pay may be offered or negotiated, benefits must be settled, and access to company resources must be severed via the collection of keys, badges, computers, or sensitive materials from the employee. Effective HR teams encourage company employees to do their best, which contributes to the overall success of the company. Their work often involves rewarding employees for good performance and creating a positive work environment. The Changing Shape of Human Resource Management Human resource management involves both strategic and comprehensive approaches to managing people, as well as workplace culture and environment. Instead, members of a human resource management team are more focused on adding value to the strategic utilization of employees and ensuring that employee programs are impacting the business in positive and measurable ways. On the other hand, HR professionals who want to be recognized as true business partners must see themselves as business people who specialize in HR, not as HR people who advise a business. Define and align organizational purpose: False marketing and misconceptions about an organization are some of the main reasons why the employer-employee relationship fails. Therefore, companies must create, market, and sell an EVP that is true and accurate as to not mislead potential employees. Focus on employee strengths: Companies must make every effort to understand what candidates and employees do best and put them into roles where they can play to their strengths as much as possible. Accurately measure the same things: All internal departments and employees must be measuring the same things as to achieve a definitive organizational result and to ensure that everyone knows exactly where the organization is at all times.

**Chapter 5 : Strategic Human Resource Management: Meaning, Benefits and Other Details | HRM**

*Human Resource Management (HRM) is the function within an organization that focuses on the recruitment of, management of, and providing direction and guidance for the people who work in an organization.*

History[ edit ] Antecedent theoretical developments[ edit ] The Human Resources field evolved first in 18th century in Europe. It built on a simple idea by Robert Owen and Charles Babbage during the industrial revolution. These men concluded that people were crucial to the success of an organization. They expressed the thought that the well-being of employees led to perfect work; without healthy workers, the organization would not survive. Taylor explored what he termed "scientific management" others later referred to "Taylorism" , striving to improve economic efficiency in manufacturing jobs. He eventually focused on one of the principal inputs into the manufacturing processâ€”laborâ€”sparking inquiry[ by whom? This movement, on both sides of the Atlantic, built on the research of Elton Mayo and others to document through the Hawthorne studies â€” and other studies how stimuli, unrelated to financial compensation and working conditions, could yield more productive workers. Roosevelt and the New Deal had transformed the employer-employee relationship, and the discipline became formalized as " industrial and labor relations ". Corporations began viewing employees as assets. Likewise, other terms sometimes used to describe the field include "organizational management", "manpower management", "talent management", "personnel management", and simply "people management". In popular media[ edit ] Several popular media productions have depicted human resource management in operation. Business function[ edit ] Dave Ulrich lists the functions of HR as: HR also ensures compliance with employment and labor laws , which differ by geography, and often oversees health, safety, and security. Consequently, HR, usually through representatives, engages in lobbying efforts with governmental agencies e. Human Resource Management has four basic functions: Staffing is the recruitment and selection of potential employees, done through interviewing, applications, networking, etc. Training and development is the next step in a continuous process of training and developing competent and adapted employees. Here, motivation is seen as key to keeping employees highly productive. This function can include employee benefits, performance appraisals and rewards. Some businesses globalize and form more diverse teams. HR departments have the role of making sure that these teams can function and that people can communicate across cultures and across borders. The discipline may also engage in mobility management, especially for expatriates ; and it is frequently involved in the merger and acquisition process. HR is generally viewed as a support function to the business, helping to minimize costs and reduce risk. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision-making across the business. To train practitioners for the profession , institutions of higher education, professional associations , and companies have established programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations may produce field-specific publications. Careers[ edit ] There are half a million HR practitioners in the United States and millions more worldwide. Generalists support employees directly with their questions, grievances, and work on a range of projects within the organization. They "may handle all aspects of human resources work, and thus require an extensive range of knowledge. Some practitioners will spend an entire career as either a generalist or a specialist while others will obtain experiences from each and choose a path later. The position of HR Manager has been chosen as one of the best jobs in the USA, with a 4 ranking by CNN Money in and a 20 ranking by the same organization in , due to its pay, personal satisfaction, job security, future growth, and benefit to society. Many professors conduct research on topics that fall within the HR domain, such as financial compensation , recruitment , and training. Virtual human resources[ edit ] Technology has a significant impact on human resources practices. Human resources is transitioning to a more technology-based profession[ when? E-Recruiting Recruiting has mostly been influenced by information technology. HR professionals were not able to post a job in more than one location and did not have access to millions of people, causing the lead time of new hires to be drawn out and tiresome. With the use of e-recruiting tools, HR professionals can post jobs and track applicants for

thousands of jobs in various locations all in one place. Interview feedback, background and drug tests, and onboarding can all be viewed online. This helps the HR professionals keep track of all of their open jobs and applicants in a way that is faster and easier than before. E-recruiting also helps eliminate limitations of geographic location. In addition to recruiting portals, HR professionals have a social media presence that allows them to attract employees through the internet. Forms must be on file for a considerable period of time. The use of Human Resources Information Systems HRIS has made it possible for companies to store and retrieve files in an electronic format for people within the organization to access when needed. This eliminates thousands of files and frees up space within the office. Another benefit of HRIS is that it allows for information to be accessed in a timelier manner. Files are accessible within seconds via the HRIS. Training Technology makes it possible for human resources professionals to train new staff members in a more efficient manner. This gives employees the ability to access onboarding and training programs from anywhere. This eliminates the need for trainers to meet with new hires face to face when completing necessary paperwork to start. Training in virtual classrooms makes it possible for the HR professionals to train a large number of employees quickly and to assess their progress through computerized testing programs. Employees can take control of their own learning and development by engaging in training at a time and place of their choosing, which can help them manage their work-life balance. Managers are able to track the training through the internet as well, which can help to reduce redundancy in training as well as training costs. Skype, virtual chat rooms, and interactive training sites are all resources that enable a technological approach to training. Some universities offer programs of study for HR and related fields. Many colleges and universities house departments and institutes related to the field, either within a business school or in another college. Most business schools offer courses in HR, often in their departments of management. In general, the Schools of Human Resources Management offer education and research in the HRM field from diplomas to doctorate-level opportunities. Various universities all over the world have taken up the responsibility of training human-resource managers and equipping them with interpersonal and intrapersonal skills so as to relate better at their places of work.

**Chapter 6 : HR Terms Glossary**

*Employment Glossary If you want to succeed at work, you need to know the vocabulary. Use this human resources glossary to learn essential terms about development, labor relations, and benefits.*

Employee Manual ; Employment Contracts ; Employment Practices Liability Insurance The field of human resources management is greatly influenced and shaped by the state and federal laws governing employment issues. Indeed, regulations and laws govern all aspects of human resource management—recruitment, placement, development, and compensation. These acts made illegal the discrimination against employees or potential recruits for reasons of race, color, religion, sex, and national origin. It forces employers to follow—and often document—fairness practices related to hiring, training, pay, benefits, and virtually all other activities and responsibilities related to HRM. The act established the Equal Employment Opportunity Commission to enforce the act, and provides for civil penalties in the event of discrimination. The net result of the all-encompassing civil rights acts is that businesses must carefully design and document numerous procedures to ensure compliance, or face potentially significant penalties. Another important piece of legislation that complements the civil rights laws discussed above is the Equal Pay Act of 1963. This act forbids wage or salary discrimination based on sex, and mandates equal pay for equal work with few exceptions. Subsequent court rulings augmented the act by promoting the concept of comparable worth, or equal pay for unequal jobs of equal value or worth. Other important laws that govern significant aspects of labor relations and human resource management include the following: Davis-Bacon Act of 1931—This law requires the payment of minimum wages to nonfederal employees. The Norris-Laguardia Act of 1932—This law protects the rights of unions to organize, and prohibits employers from forcing job applicants to promise not to join a union in exchange for employment. Social Security Act of 1935—This law was enacted in order to protect the general welfare by establishing a variety of systems to assist the aging, the disabled, and children. The Walsh-Healy Public Contracts Act of 1936—This law was designed to ensure that employees working as contractors for the federal government would be compensated fairly. Fair Labor Standards Act of 1938—this important law mandated employer compliance with restrictions related to minimum wages, overtime provisions, child labor, and workplace safety. Taft-Hartley Act of 1947—This law created provisions that severely restrict the activities and power of labor unions in the United States. This law grants certain rights to union members and protects their interests by promoting democratic procedures within labor organizations. Age Discrimination in Employment Act of 1967—This legislation, which was strengthened by amendments in the early 1980s, essentially protects workers 40 years of age and older from discrimination. Today, thousands of regulations, backed by civil and criminal penalties, have been implemented in various industries to help ensure that employees are not subjected to unnecessarily hazardous working conditions. Family and Medical Leave Act of 1993—This law was passed to provide employees who qualify with up to 12 work weeks of unpaid, job-protected leave in a month period for specified family and medical reasons. It also requires group health benefits to be maintained during the leave as if employees continued to work instead of taking leave. The Act became effective on August 5, and applies to companies who employ 50 or more people. The network of state and federal laws that exist to regulate employment and labor relations is extensive. In many cases, rules only apply to firms with a specified minimum number of employees and thus do not regulate small companies. So, companies of all sizes must make an effort to stay abreast of legislative and regulatory developments in this area. The SHRM tracks developments at the state and federal level regarding human resource matters and makes much of this available on its Web site, located at <http://www.shrm.org>. Handbook of Human Resource Management Practice. Mastering Your Small Business. Society of Human Resource Managers.

**Chapter 7 : Human resource management - Wikipedia**

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The responsibilities of a human resource manager fall into three major areas: Essentially, the purpose of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees. This mandate is unlikely to change in any fundamental way, despite the ever-increasing pace of change in the business world. Gubman observed in the *Journal of Business Strategy*, "the basic mission of human resources will always be to acquire, develop, and retain talent; align the workforce with the business; and be an excellent contributor to the business. Those three challenges will never change. This recognition of the importance of HRM extends to small businesses, for while they do not generally have the same volume of human resources requirements as do larger organizations, they too face personnel management issues that can have a decisive impact on business health. Personnel problems do not discriminate between small and big business. You find them in all businesses, regardless of size. Perhaps the paramount principle is a simple recognition that human resources are the most important assets of an organization; a business cannot be successful without effectively managing this resource. Another important principle, articulated by Michael Armstrong in his book *A Handbook of Human Resource Management*, is that business success "is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with, and make a major contribution to, the achievement of corporate objectives and strategic plans. Other HRM factors that shape corporate culture-;whether by encouraging integration and cooperation across the company, instituting quantitative performance measurements, or taking some other action-;are also commonly cited as key components in business success. It is devoted to shaping an appropriate corporate culture, and introducing programs which reflect and support the core values of the enterprise and ensure its success. Individual management entails helping employees identify their strengths and weaknesses; correct their shortcomings; and make their best contribution to the enterprise. These duties are carried out through a variety of activities such as performance reviews, training, and testing. Organizational development, meanwhile, focuses on fostering a successful system that maximizes human and other resources as part of larger business strategies. This important duty also includes the creation and maintenance of a change program, which allows the organization to respond to evolving outside and internal influences. Finally, there is the responsibility of managing career development. This entails matching individuals with the most suitable jobs and career paths within the organization. Human resource management functions are ideally positioned near the theoretic center of the organization, with access to all areas of the business. Since the HRM department or manager is charged with managing the productivity and development of workers at all levels, human resource personnel should have access to-;and the support of-;key decision makers. In addition, the HRM department should be situated in such a way that it is able to communicate effectively with all areas of the company. HRM structures vary widely from business to business, shaped by the type, size, and governing philosophies of the organization that they serve. But most organizations organize HRM functions around the clusters of people to be helped-;they conduct recruiting, administrative, and other duties in a central location. Different employee development groups for each department are necessary to train and develop employees in specialized areas, such as sales, engineering, marketing, or executive education. In contrast, some HRM departments are completely independent and are organized purely by function. The same training department, for example, serves all divisions of the organization. In recent years, however, observers have cited a decided trend toward fundamental reassessments of human resources structures and positions. This increases the likelihood that HR is viewed and included as an integral part of the business process, similar to its marketing, finance, and operations counterparts. However, HR will retain a centralized functional relationship in areas where specialized expertise is truly required," such as compensation and recruitment responsibilities. HRM, then, is engaged not only in securing and developing the talents of individual workers, but also in implementing programs that enhance communication and cooperation between those individual workers in order to nurture organizational

development. The primary responsibilities associated with human resource management include: Job analysis consists of determining-;often with the help of other company areas-;the nature and responsibilities of various employment positions. This can encompass determination of the skills and experiences necessary to adequately perform in a position, identification of job and industry trends, and anticipation of future employment levels and skill requirements. Bateman and Carl P. Staffing, meanwhile, is the actual process of managing the flow of personnel into, within through transfers and promotions , and out of an organization. Once the recruiting part of the staffing process has been completed, selection is accomplished through job postings, interviews, reference checks, testing, and other tools. Other responsibilities in this area include safety and health and worker-management relations. Human resource maintenance activities related to safety and health usually entail compliance with federal laws that protect employees from hazards in the workplace. Maintenance tasks related to worker-management relations primarily entail: Performance appraisal is the practice of assessing employee job performance and providing feedback to those employees about both positive and negative aspects of their performance. Performance measurements are very important both for the organization and the individual, for they are the primary data used in determining salary increases, promotions, and, in the case of workers who perform unsatisfactorily, dismissal. Reward systems are typically managed by HR areas as well. This aspect of human resource management is very important, for it is the mechanism by which organizations provide their workers with rewards for past achievements and incentives for high performance in the future. It is also the mechanism by which organizations address problems within their work force, through institution of disciplinary measures. Aligning the work force with company goals, stated Gubman, "requires offering workers an employment relationship that motivates them to take ownership of the business plan. These training programs can range from orientation programs, which are designed to acclimate new hires to the company, to ambitious education programs intended to familiarize workers with a new software system. In the realm of performance appraisal, HRM professionals must devise uniform appraisal standards, develop review techniques, train managers to administer the appraisals, and then evaluate and follow up on the effectiveness of performance reviews. They must also tie the appraisal process into compensation and incentive strategies, and work to ensure that federal regulations are observed. Responsibilities associated with training and development activities, meanwhile, include the determination, design, execution, and analysis of educational programs. The HRM professional should be aware of the fundamentals of learning and motivation, and must carefully design and monitor training and development programs that benefit the overall organization as well as the individual. Research has shown specific benefits that a small business receives from training and developing its workers, including: Of course, human resource managers have always contributed to overall business processes in certain respects-;by disseminating guidelines for and monitoring employee behavior, for instance, or ensuring that the organization is obeying worker-related regulatory guidelines. Now, increasing numbers of businesses are incorporating human resource managers into other business processes as well. But as Johnston noted, the changing character of business structures and the marketplace are making it increasingly necessary for business owners and executives to pay greater attention to the human resource aspects of operation: In some cases, completely new work relationships have developed; telecommuting, permanent part-time roles and outsourcing major non-strategic functions are becoming more frequent. Chief among them was new technologies. These new technologies, particularly in the areas of electronic communication and information dissemination and retrieval, have dramatically altered the business landscape. Satellite communications, computers and networking systems, fax machines, and other devices have all facilitated change in the ways in which businesses interact with each other and their workers. Telecommuting, for instance, has become a very popular option for many workers, and HRM professionals have had to develop new guidelines for this emerging subset of employees. Changes in organizational structure have also influenced the changing face of human resource management. Continued erosion in manufacturing industries in the United States and other nations, coupled with the rise in service industries in those countries, have changed the workplace, as has the decline in union representation in many industries these two trends, in fact, are commonly viewed as interrelated. In addition, organizational philosophies have undergone change. Many companies have scrapped or adjusted their

traditional, hierarchical organizational structures in favor of flatter management structures. HRM experts note that this shift in responsibility brought with it a need to reassess job descriptions, appraisal systems, and other elements of personnel management. A third change factor has been accelerating market globalization. This phenomenon has served to increase competition for both customers and jobs. The latter development enabled some businesses to demand higher performances from their employees while holding the line on compensation. Other factors that have changed the nature of HRM in recent years include new management and operational theories like Total Quality Management TQM , rapidly changing demographics, and changes in health insurance and federal and state employment legislation. Nonetheless, even a business that carries only two or three employees faces important personnel management issues. Indeed, the stakes are very high in the world of small business when it comes to employee recruitment and management. No business wants an employee who is lazy or incompetent or dishonest. But a small business with a work force of half a dozen people will be hurt far more by such an employee than will a company with a work force that numbers in the hundreds or thousands. Nonetheless, "most small business employers have no formal training in how to make hiring decisions," noted Jill A. Rossiter in *Human Resources: Mastering Your Small Business*. And they know they need someone they can work with, who is willing to put in the time to learn the business and do the job. The first step the small business owner should take when pondering an expansion of employee payroll is to honestly assess the status of the organization itself. Are current employees being utilized appropriately? Are current production methods effective? Can the needs of the business be met through an arrangement with an outside contractor or some other means? Are you, as the owner, spending your time appropriately? As Rossiter noted, "any personnel change should be considered an opportunity for rethinking your organizational structure. Efforts to manage this can be accomplished in a much more effective fashion if the small business owner devotes energy to defining the job and actively taking part in the recruitment process. But the human resource management task does not end with the creation of a detailed job description and the selection of a suitable employee. Indeed, the hiring process marks the beginning of HRM for the small business owner. Small business consultants strongly urge even the most modest of business enterprises to implement and document policies regarding human resource issues. To hold problems to a minimum, specific personnel policies should be established as early as possible. These become useful guides in all areas: In any case, a carefully considered employee handbook or personnel manual can be an invaluable tool in ensuring that the small business owner and his or her employees are on the same page. Moreover, a written record can lend a small business some protection in the event that its management or operating procedures are questioned in the legal arena. The need for such educational supplements can range dramatically. A bakery owner, for instance, may not need to devote much of his resources to employee training, but a firm that provides electrical wiring services to commercial clients may need to implement a system of continuing education for its workers in order to remain viable. Finally, the small business owner needs to establish and maintain a productive working atmosphere for his or her work force. Employees are far more likely to be productive assets to your company if they feel that they are treated fairly. The small business owner who clearly communicates personal expectations and company goals, provides adequate compensation, offers meaningful opportunities for career advancement, anticipates work force training and developmental needs, and provides meaningful feedback to his or her employees is far more likely to be successful than the owner who is neglectful in any of these areas. Kogan Page Limited, *The Small Business Handbook. Managing the Knowledge Culture*. Human Resource Development Press, March

*Human Resource Management (HRM) is the process of managing people in organizations in a structured and thorough manner. HR manager is responsible for managing employee expectations vis-à-vis the management objectives.*

It increases their efficiency with an extra advantage of increasing their effectiveness towards what they are functioning. Development, on the other hand, implies opportunities that get crafted for the growth of an employee. Job and workplace design Reward management Extrinsic rewards: Intrinsic rewards are the non-physical rewards which get proffered emotionally towards the employees. That is, these are the praise letters or motivational quotes received by an employee on completion of a successful project. The link between motivational theory and reward: It can be financial and non-financial. For the former, the organization would be making payment because of their performance whereas for the latter, non-financial, praising enhances the employee performance. In this company rewarding remains one of the prime motivator where each employees get reward for attaining accomplishment of their projects Yang et al. The flexible organisation The diverse types of flexibility are: It allows an organization in terms of quick response to the environmental alterations of employed employees. Structural Flexibility Functional Flexibility: Quickly employees can get re-deployment to newer activities and tasks. Models of flexible organisations e. The second leaf is the contractual fringe since non-central activities would get contracted to those firms such as Kingfisher Airline which specializes in effective communication Aniset al. The third leaf is the flexible workforce that would be made up of seasonal, temporary and part time workers. The figure has been provided below: Atkinson Flexibility Model Performance and reward Performance management and methods used to monitor employee performance: Methods used for monitoring employee performances are provided below Davidson et al. Monitoring of employee performance Asking employees about making use of tools which are meant for self-monitoring so as to keep a track of whatever they are doing Regularly checking what the employees are performing and how they are attaining their regular task Keeping an eye on what they are performing by tracking a record from their previous performance as well as becoming aware about the various means using which they are functioning Types of payment and reward system Intrinsic vs. Intrinsic reward explains the satisfaction which an employee is getting after completion of a task is termed as intrinsic reward whereas extrinsic is the fringe, money and promotional benefits AIBattat, , p. As name implies financial reward is rewarding with money whereas non-financial potentially are at the disposal of any organization. Non-financial rewards infact motivates the employee in getting more attracted towards their performance and functioning. LO3 Analyse internal and external factors that affect Human Resource Management decision-making, including employment legislation Employee relations: It is a manner with which the management interacts and addresses each employee. Maintaining a better relationship will be reducing any kind of workplace conflicts along with some more advantages such as raising staff morale and increment of the entire organization productivity He et al. At Kingfisher, the different ways that get used for improvement of such has been mentioned below: Maintaining a proper hierarchy, the management makes sure that all the employees are having access to every level so that they can feel their priority of service as well as their importance within the organization. For decrement of employee turnover, the company have adopted certain roles in terms of staff career development. For making each and every employee feel special, importantly the company is needed to share the plan of the company with their every staff. Strategies for building and improving employee relations and engagement: Using a survey that acts rightly for assessing employee engagement Focussing on the employee engagement at the organizational and local levels Selection of the right managers Coaching of managers and additionally holding them accountable for the purpose of employee engagement Defining engagement goals in everyday terms Employee relations and the law: The purpose of employment law: Apparently employment law got into effect when industrialization was spreaded all over the world. Infact, this very term bring about a lot of change to a nation Govaertset al. Fair Hours and Wages: The employment law got implemented for the purpose of correcting conditions of hours and wages of an employee. At Kingfishers a safer working condition got implemented where each of them was provided every right in suing the employer

if any unsafe condition gets raised. Currently the law got established to working conditions which enables people for working in an atmosphere that does not contain any kinds of bias within itself. Trade unions and workplace representation: The Trade Union typically follows activities which include provision of services and assistance to their individual members who are collectively bargaining for a suitable working condition with a better option of payment for their every worker. Including such they also engage themselves in improvement of the public services provided to them along with taking industrial actions and political campaigning. The union members can include:

## Chapter 9 : What is Human Resources | HR | What is Human Resource Management

*SPHR (Senior Professional in Human Resources): Senior Professional in Human Resources (PHR) is an industry certification for people working in the human resource management profession, awarded by the Human Resource Certification Institute. It is the senior-most human resources certification for those who have also demonstrated a strategic.*

**Strategic Human Resource Management: Meaning, Benefits and Other Details!** Meaning of strategic HRM: Thus, strategy is associated with the long-term decisions taken at the top of the enterprise. The term strategy is frequently being used in the present-day corporate world. Strategy is concerned with determining which option will provide maximum benefits. It is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organisation. Strategic implementation is concerned with aligning the organisation structure, systems and processes with the chosen strategy. Strategic management is the process of formulating, implementing and evaluating business strategies to achieve organisational objectives. Strategic human resource management is to ensure that human resource management is fully integrated into strategic planning, that HRM policies cohere both across policy areas and across hierarchies and that HRM policies are accepted and used by line managers as part of their every day work, opines Guest. According to Donald F. The success of an organisation depends on the people therein. Then this presupposes an integral approach toward human resource functions and overall business functions of an organisation. Thus, strategic HRM means a strategic look at HR functions in line with the business functions of an organisation. Strategic HRM, therefore, is concerned with the following: Analyse the opportunities and threats existing in the external environment. In other words, make a SWOT analysis of organisation. Implement the strategies so formulated. Benefits of strategic management: Strategic management offers both financial and non-financial benefits to an organisation which practices it. Allows identification, prioritisation and exploitation of opportunities. Provides an objective view of management problems. Represents a framework for improved co-ordination and control of activities. Minimises the effects of adverse conditions and changes. Allows major decisions to better support established objectives. Allows more effective allocation of time and resources to identified opportunities. Allows fewer resources and lesser time to be devoted to correcting erroneous or adhoc decisions. Creates a framework for internal communication among personnel. Helps to integrate the behaviours of individuals into a total effort. Provides a basis for the clarification of individual responsibilities. Gives encouragement to forward thinking. Provides a co-operative, integrated and enthusiastic approach to tackling problems and opportunities. Encourages a favourable attitude towards change. Gives a degree of discipline and formality to the management of a business. Role of HRM in strategic management: We have already mentioned that strategic business plan is formulated to achieve competitive advantage. From this specific strategy for each functional area viz. In other words, the formulation of organisational strategy is integrative with the formulation of functional strategies. This suggests that we must recognize that human resources integrally affect the overall strategy of an organisation. Basically any strategic process can be broken down into two phases: Strategy Formulation Let us examine the role of HR in these two phases separately. Role in Strategy Formulation: Environmental scanning helps an organisation identify its opportunities and threats prevalent in the external environment. Here, HRM proves of great help in scanning the existing external environment, and thus, identifies the specific opportunities and threats of it for the organisation. Besides, HRM is also of great help to make the organisation competitive and make the best use of intelligence available. This may include the incentive plans being used by the competitors, customer- I complaints, labour laws, etc. Instances are available to mention that the unique HR capabilities of an organisation serve as a driving force in strategic options and strategy formulation. A well known accounting and consulting firm, Arthur Anderson represents one such example. The Illinois training facility develops unique HR capabilities for the firm and that enables the firm to react quickly to the changing demands of the firm. Role in strategy implementation: As stated earlier, HRM provides competent human resources to other functional areas also. Many such stories abound in our country. Maruti Udyog and Hindustan Motors are two.

We know that Maruti Udyog and Hindustan Motors are manufacturing cars, essentially using identical technology. HRM supports strategy implementation in some other ways as well. For example, HR is today heavily involved in the execution of strategy in the form of downsizing and restructuring strategies, through outplacing employees instituting performance linked pay plans, reducing health-care costs and retraining employees. Human resource plays an expanded role under the strategic human resource approach. No longer is human resource strategy a simply personnel management strategy with operative employees driven by the overall corporate strategy. This is true for Essar Steel Ltd. It is actively involved in five principal areas of business viz. Essar Steel is the second largest company in India in the private sector producing 2. They have the following manufacturing facilities: Vizag Pellet Complex 3. Indonesia Cold Rolled complex 4. For example, more than 50 per cent training programmes are designed and implemented primarily taking a strategic perspective. The vision-mission statement is the evolution of people in the organisation from the various levels, of participation. Instead of conducting various programmes in conventional ways just to claim that the organisation is concerned for people development, Essar took a different approach. Of late, they realize that HRD would be a powerful tool in achieving the corporate strategy and business objectives. They hire the consulted from one of the premier institutions of the country and gave him responsibility to align corporate strategy with the HRD strategy of the organisation. The work started with an action research to understand the problems in the business which hinders the performance. Based on the findings, they could identify that the low performance was due to the low morale of the people. Insecurity, poor communication, lack of professionalism, adhocism, etc. The company formulated HRD policy which was drawn from the business strategy. The organisation implemented the following HR strategies: Right Sizing Human Resources: Manpower audit based on competence mapping in turn making the organisation right sized. Developing a Learning Culture through Continuous Learning: Web based customer relationship management: Introduction of open house: Organisation of executive leadership camp to develop corporate pride among the employees: The young executives in an organisation were taken into a hill station wherein they were exposed to yoga, meditation and latest management techniques of team working etc. This scheme was to encourage the employees to generate new ideas in improving the workplace productivity. In this process, employees were lending a contributory hand towards management. Regular training with a target of seven Mondays per employee: It was made compulsory for each employee to undergo training at least for 7 days in a year on different topics identified through training needs analysis. Training programmes on areas of concern: The major areas of concern were identified through interaction with technical heads of department and the training is imparted. After implementing the above strategies within a period of two years, the organisation ended with a half year of current fiscal year September 30, with a higher sales volume and record level of exports. This shows the enhancement of productivity. Moreover, it has been assessed that the down time has been reduced drastically with high employee satisfaction. Today they are amongst the low cost producers of hot rolled coiled by virtue of being integrated right from the iron or steels, resulting in one of the highest operating margins in India, with a dominant market share in specially high value-added products.