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Chapter 1 : Human Resource Development and Motivation in the Workplace | www.nxgvision.com

Here at UC Berkeley, we value your growth and development throughout your career journey. Our focus on the Learning & Development Team is to ensure that we are giving you the growth and development opportunities at the #1 public university in the world.

In previous studies, there are numerous research on the job performance, Performance appraisal, job satisfaction, Absenteeism and turnover are two variables which effect on job satisfaction Steijn, Job performance appraisal relates to the job production and job productivity. Wong in his study on the impact of job satisfaction among secondary school teachers in Hong Kong opines that low level of commitment regarding the job and work diversity and productivity among the teachers is directly linked with the level of job satisfaction and turnover and absenteeism, which was lower than expectation in future. Further, Wong recorded that teachers and workers are ready to take the opportunity of the job and commitment in the organization that job satisfaction plays an important role in changing employee decision to change job and transfer from one organization to other organization without having the organizational support. When the workers are satisfied with terms and conditions of the work then the organization will get the more chance of getting the higher production and productivity. The worker work attention depends on the work commitment and work performance from the employer. Theree are some factors which help the employees to attract the present and future employees towards the organization and that ultimately impact the organizations goal and commitment in the long run to achieve the goal. HRM is said to be concerned with achieving the following: The HR development system is defined with the connection and the interrelated organizational system that through training, career development, career planning and career choice which performance and reward management foster the development of employees in accordance with the organizational and individual capabilities, competences and needs. Specific research goal of the study is to answer the following question: These HR practices are Human Resource Management Policy, Human Resource planning, Policy and Philosophy, recruitment and selection practices, placement practices, training practices, compensation practices, employee performance evaluation practices, Motivational forces and factors, Employee Grievances, promotion practices, empowerment and Physical and social and safety security, self-esteem security and self actualization security or pension. Huselid studied sevrul practices that are personnel and staff selection, performance appraisal system, incentive system, compensation system, job design, empower of decision, information sharing, attitude assessment, labor management relationship and participation, recruitment and selection efforts, employee training and development and promotion criteria. Current study explains and analysis and interprets the relationship between four HR practices that are Compensation Practices, Promotion Practices, Performance Evaluation Practices and Empowerment Practices. In Pakistan per capita income is very low because it is developing country. HR Practices are linked with the management of human resources, activities necessary for staffing the organization and sustaining high employee performance Mahmood, The researcher have identified the some basic characteristic for the Six HR practices selective hiring, compensation policy, rewards, recognition, training and development and information sharing have been studied with relation to employee job satisfaction. These elements are very highly potential the organizational improvement in the long run. The study examines and investigates the relationship between three HR Practices i. Performance Appraisal Performance appraisal is nothing but it is the comparison present performance to the past performance. Performance appraisal is the great tools of measuring the level of performance of an employees with the given standard which is predetermined and it used in the all over the world. Therefore, improving Performance appraisal is needed to evaluate and justify to the performance level in maintaining for everyone should be among the highest priorities of contemporary organizations outcomes. Performance Appraisal has been considered as the most significant an indispensable tool for an organization, for the information and outcomes it provides is highly useful in making decisions regarding various personnel aspects

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such as promotion criteria and performance measurement and awarded in long way and merit increases. Performance measures also link information gathering and decision making processes which provide a basis for judging and measuring the effectiveness and efficiency of personnel and the organizational views sub-divisions such as recruiting, selection, training and compensation, Motivation and performance appraisal, safety and health and grievance handling. This research will concentrate on examine the effect of the performance appraisal on an individual as well as on the organizations outcomes and the production and productivity. Performance appraisals have impacts on job satisfaction Figure 1. Performance appraisal and evaluation process 3. Sometimes they are satisfied easily and feel enthusiasm on work. But most of the work forces are sometimes very negligible to the work and organization. Job satisfaction is a pre-requisite for employee performance in any company organization and. It is really important for both the employee and the employer in an organization. Job satisfaction provides them a sense of mental, physical, financial technical and human security. It helps the employee to retain in the future in the organization where employee commitment and work performance regarding the work environment will ensure and develop the quality environment and quality product. More connection with the organization will help the employee to retain in the future and develop a commitment to them. It is the ones happiness to the organization that I am happy with my job and what I have got from the job. For example, if an employer is said to have a high turnover and transfer, it means that employees of that company have a shorter tenure than those of other companies in that same industry. Job satisfaction and employee turnover are directly related with each other. Job satisfaction and turnover are basically related by which job satisfaction has directly effect on the turnover. Vast literatures exist on the relationships between two variables as mentioned. They employ the implementation of a PPM as the characteristics of participative decision making; control over work practices; organizational supportiveness; collegial relationships; open, multilevel communication; and rewards linked to clinical proficiency. The results of their study affirm the significantly correlated with increased job satisfaction and lower turnover rates among staff nurse in rehabilitation hospital. In fact, as a result of their study give an idea about the existent relationship between job satisfaction and turnover. Moreover, Job satisfaction and production are goes in a one way, when the production is high, it means that satisfaction level is high. Wong explores the impact of job satisfaction on intention to change jobs among secondary school teachers in Hong Kong. Moreover, teachers respond prepared to leave teaching if a job alternative of offering a higher salary became available. There is a long standing interest in the relationship between job satisfaction and turnover; Griffeth, Hom and Gaertner give precisely a negative association between job satisfaction and staff turnover. In addition, Glance, Hogg and Huberman mentioned the relationship between turnover and productivity asserted that the lower turnover is positively correlated with productivity. Amah stressed that job satisfaction was found to have a direct negative relationship with turnover intention and the production system in the organization. The job satisfaction are measured in two ways one is the congruence of the job holder who are doing the job and another is the person who works in the firm and satisfaction level is very high and when the level of satisfaction is more the production and productivity is high and when satisfaction is low the turnover will high and that is the cost of running a business and it will impact the business organization. Direct costs are essentially financial consequences that include administrative costs as a result of increased recruitment and training expenditure of new employees. For the employer, employee job satisfaction ensures committed staff and stable workforce which reduce cost of recruitment and training. As Robbins put it, when people speak of employee attitudes, they often mean job satisfaction. Job satisfaction, like any attitude, is generally acquired over a period of time as an employee gains more and more information about the workplace. Job satisfaction means what are the feelings of different employees about the different dimensions of their jobs Robbins, The level of satisfaction and dissatisfaction is another aspect which is related to employee job satisfaction Spector, According to Robbins , a satisfied workforce can increase organizational productivity through less distraction caused by absenteeism or turnover, few incidences of destructive behavior, and low medical costs. Job satisfactions have a correlation between Performance appraisal and employee absenteeism and turnover.

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Identification of relationship between Job performance and satisfaction and employee turnover and absenteeism 3. Training and Motivation This research and the researchers aim is to study, Interpret and analyze. Investigate the impact of training on performance of employees. There are various factors like training, Training and development, Leadership, motivation, technology, management behavior, working environment, where each Organizational factor contributes to overall employee performance and organizational development. Highly contributing and measuring, analyzing and comparing factors are those having relative importance given by employees and the sub-ordinates. Training is focusing on fixing a specific issue Doyle, The study shows that training and motivation has positive impact on performance of employees. All the organization and the corporation who would like to maintain the quality that wants to enhance their employee performance should focus on training as it also motivate employees to achieve higher performance levels. When the training is provided to the organization workers, the workers are become the human resource of the organization and they become the highly motivator the organizations potentiality with the technology, management and system. Training and Development have impacts on Job Satisfaction. Motivation has a great impact and correlation between job satisfactions. Team Work The process of working collectively with the mind of collaboration and cooperation with a group of people or people in order to attain and gain a goal. Teamwork or the collective work is very essential part of a business or the business world, as it is often necessary for the member of the organization to work well together for the purpose of achieving the organizational goals. Teamwork means that people will try to coordinate, concentrate communicate and cooperate, using their individual skills, abilities, knowledge and providing information with each other in purpose of achieving the organizational goals. The team work is very essential elements for the organization where it connects the people, land, resources and organization. Team work is harmonious adjustment of some people who works in the organization to utilize the organizational resources with a view to achieving the organizational goals. Team work is positively related with the organizations production and productivity. Team is the vital of organ gram which combine the organizations people. It maintains the peace and happy workers in the organization where they work in attaining the some knowledge. Team work is related with the planning, organizing, coordinating, commanding, motivation, staffing, budgeting and reporting, leadership and the participation of the decision making. In healthcare, teamwork is "a dynamic and mobile process involving two or more healthcare professionals with skills, sharing common health care mission, vision, goals and exercising concerted physical and mental effort in identifying, assessing, interpreting, planning, or evaluating patient care". In a business setting, accounting techniques may be used to provide and deliver the financial measures of the benefits of teamwork which are useful for justifying the concept Ezzamel, Mahmoud, and Hugh Willmott Health-care policy-makers increasingly advocate teamwork as a means of assuring quality and safety in the delivery of services a committee of the Institute of Medicine recommended in that patient-safety programs "establish interdisciplinary team training programs for providers that incorporate proven methods of team training, such as simulation. Corrigan, and Molla S. In health care, a systematic concept analysis in concluded teamwork to be "a dynamic process involving two or more healthcare professionals with complementary backgrounds and skills, sharing common health goals and exercising concerted physical and mental effort in assessing, planning, or evaluating patient care. Xyrichis, Andreas, and Emma Ream Team work has a great significant impact job satisfaction. Employee Participation Employee participation is the process of participating the management in directly or indirectly involved in decision making processes, rather than simply acting on orders or command. Employee participation is part of a process of empowerment in the workplace. Team members or workers are encouraged to provide the opinion and suggestion and consultation about the organizations problems and prospects in the future. Employee participation is in part of actively in making decision of problem and prepares a response to the quality movement within organizations. Individual employees are encouraged to take responsibility for maintaining quality product and production in terms of carrying out activities, which meet the requirements of their customers. External customers are buyers, creditors, regulatory agencies and users outside of the organization. Employee participation is also part of the

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move and movement that carried out the workers for the towards human resource development in modern factories and organizations. Employees are trusted to make decisions for themselves and the organization. This is a great motivational tool and technique. Employee participation is also referred to as employee involvement EI. Participative management is a tool that is used to motivate an encourage and stimulate the employees for the actively functioning in the organization. When subordinates are involved in decision-making at all levels it is known as participation. Crim, Dan and Gerard H. In , Schmidt et al. Employee engagement is the way of retaining the present employees and attracting the future customer and employees in the organization. Employees Participation has significant impact job satisfaction.

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Chapter 2 : Human Resources | BYU-Idaho

Human resources functions are significantly different from HR practices. Functions are comprised of transactional activities that can be handled in-house or easily outsourced.

The various human resource management practices to be discussed are: In a market where new ideas emerge and various opportunities and competitions improvise, it is highly recommended that a firm invest in training and developing its employees. Global talent management is one of the strategic opportunities benefited from the competition in the global marketplace. In competing for human talent, how good a reward system is has been used as an effective means to recruit, motivate and retain employees. HSBC adopted an ethnocentric approach to its rewards system which involves using a consistent reward system all over its branches. HSBC after moving to East Asia economy took their eyes off the competition and thus fail to keep its employee highly motivated. Improvement should be made in such a way to accommodate change and depend on the competing reward system around East Asia. In an attempt to motivate employees, it is important to be conversant of what the other competitors in the market are doing and implement the necessary human resource policy to achieve a better competitive advantage. A firm with highly motivated and talented workers will have a greater competitive advantage in the market even if the product and services are same with other competitions.

Aguinis H. Human Resource Management HRM can be seen as a set of policies put in place to enhance organization competitiveness, productivity, and employee commitment through people. According to Armstrong M. Human resource management aims at improving organization competitive advantage through people by introducing various kinds of policies and practices. These policies and practices are known as, the human resource management practices and policies. This report will focus on some of the issues of the human resource practices and policies of HSBC in East Asia and how they were dealt with. Recruitment and selection process

2. Global talent management
3. High performance work practices
4. Training and development
5. HSBC holding, after entering the East Asia market realized that recruiting qualified workers in the Asian economy can be difficult due to the large pool of unskilled and semi-skilled workers in the market. In order to attract, motivate and retain employees, HSBC resulted to the implementation of several HRM policies including; global talent management, training and development of employees and the implementation of a reward system case study on breo.

Armstrong believed that there are three stages of recruitment and selection; this includes:

1. Identifying the job description
2. Attracting people through advertisements and through the use of social media. Selecting candidates – this stage includes: In selecting candidates from the global talent nominees at HSBC, various techniques such as; interviews, panel interviews, and degree-feedback were used. Can lead to biased judgment by the interviewer
2. Relies on the skills of the interviewer
3. Lacks validity and reliability in the sense of measuring the same thing for different candidates. The disadvantages can be removed by using a structured approach that focuses only on the competence and behaviour required for successful performance. Motivating employees in an organization gives better competitive advantages and gives better organization performance

- i. The working conditions to which the employees are subjected to
2. Opportunities for education and training – HSBC invested huge amount of money in training and developing its employees to meet the organization needs and requirement. The location of the office
7. Reward system motivational – HSBC adopted an ethnocentric approach to its reward practices. Organizations must compare how well they motivate their employees against all the above listed factors with what the competition around them are doing in order to achieve a better competitive advantage. It is also important to note that employees might not be motivated if their talent are not been used, so it is vital for the organization to distinguish between essential and desirable requirement when selecting candidates. The leadership style of an organization and the environment at which they work is important. Clegg R et al believed that a leader should be flexible and possess the ability to adapt and lead in any situation. Clegg R et al stated that effective leaders must motivate employees by helping them understand that their needs and

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expectations can be fulfilled through the performance of their jobs. Clegg R et al believed that the working environment to which an employee is subjected to plays an important role in the successful attraction, motivation and retention of employees, this is evident on the fact that to keep employee motivated, organization must give employees opportunity to participate be it by empowerment and teamwork. For human resource management, this has given way to many strategic opportunities. Global talent management refers to the systematic use of specific HR policies and practices to manage the several global talent challenges that a firm confronts. The framework explains the issues faced by HSBC, the human resource policies implemented to deal with this issues which results to HSBC having a better competitive advantage and right skill for the right job. It is the regular development of employees to keep them exposed to the status of the economy in which they work and improving their managerial skills which gives the organization a better competitive advantages and increases its productivity. If performance of an organization is positive, it gives to appraisal, if not, the company thinks about Human development and training. If the performance of an organization is high, then it gives to appraisal otherwise development. According to the resource based view of Human resource management, for an organization to achieve better competitive advantage, improved performance and productivity, the employees must be: Hard to copy 4. Some employees who are geographically dispersed gained access to learning materials and packages through online training programmes and the organizations learning resource centres. Greater potential for sustainable competitive advantage stems from investments in firm-specific skills. The concept of high performance work system mainly relates to a means to achieving better competitive advantage through people. Building profit by putting people first Pfeffer in see: It has been argued that the closer organizations gets to this list, the better its performance. This will inevitably have a great deal on the performance of the organization. From the perspective of employees, implementing a well-designed performance management system increases motivation and competence, helps improve performance, clarifies job duties and tasks. From the perspective of managers, good system allows them to know their employees, to recognize employee skill and abilities, help them to communicate organisational missions and goals more clearly. The intangible returns includes; recognition and status, employment security, challenging work and learning opportunities. A reward system involves the implementation of both kinds of compensation as a part of an organisational human resource management policies. CONCLUSION In conclusion, the practices of human resource management generally refers to the strategic way in which a company gains better competitive advantage, increased productivity and performance through the attraction, motivation and retention of highly skilled and talented people. In the global market, when people are scarce, HSBC competed for talents by the implementation of several HRM policies to encourage successful attraction, motivation and retention of workforce including training and development, selective hiring and standardized rewards. Kogan page Limited Barney J. Competitive advantage through people.

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Chapter 3 : Performance Management and Reward Practices

Or, Human Resource Development can be informal as in employee coaching by a manager or internal training and development classes taught by internal staff or a consultant. Mentoring by more experienced employees is also recommended for employee development.

Unlike other resources, human resources have rather unlimited potential capabilities. The potential can be used only by creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of people. A number of HRD techniques have been developed in recent years to perform the above task based on certain principles. This unit provides an understanding of the concept of HRD system, related mechanisms and the changing boundaries of HRD. Human Resource Development HRD is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. Human Resource Development can be formal such as in classroom training, a college course, or an organizational planned change effort. Or, Human Resource Development can be informal as in employee coaching by a manager. Healthy organizations believe in Human Resource Development and cover all of these bases. According to Leonard Nadler, "Human resource development is a series of organised activities, conducted within a specialised time and designed to produce behavioural changes. 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. This definition of HRD is limited to the organisational context. In the context of a state or nation it would differ. HRD is a process, not merely a set of mechanisms and techniques. The mechanisms and techniques such as performance appraisal, counselling, training, and organization development interventions are used to initiate, facilitate, and promote this process in a continuous way. Because the process has no limit, the mechanisms may need to be examined periodically to see whether they are promoting or hindering the process. Difference between HRD and HRM Both are very important concepts of management specifically related with human resources of organisation. Human resource management and human resource development can be differentiated on the following grounds: The human resource management is mainly maintenance oriented whereas human resource development is development oriented. Human resource management mainly aims to improve the efficiency of the employees whereas aims at the development of the employees as well as organisation as a whole. HRM motivates the employees by giving them monetary incentives or rewards whereas human resource development stresses on motivating people by satisfying higher-order needs. Organisations can become dynamic and grow only through the efforts and competencies of their human resources. Personnel policies can keep the morale and motivation of employees high, but these efforts are not enough to make the organisation dynamic and take it in new directions. Employee capabilities must continuously be acquired, sharpened, and used. Even an organisation that has reached its limit of growth, needs to adapt to the changing environment. No organisation is immune to the need for processes that help to acquire and increase its capabilities for stability and renewal. The concept of development should cover not only the individual but also other units in the organisation. In addition to developing the individual, attention needs to be given to the development of stronger dyads, i. Such dyads are the basic units of working in the organisation. Besides several groups like committees, task groups, etc. Development of such groups should be from the point of view of increasing collaboration amongst people working in the organisation, thus making for an effective decision-making. Finally, the entire department and the entire organisation also should be covered by development. Hence, the goals of the HRD systems are to develop: The capabilities of each employee as an individual. The capabilities

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of each individual in relation to his or her present role. The capabilities of each employee in relation to his or her expected future role s. The dyadic relationship between each employee and his or her supervisor. The team spirit and functioning in every organisational unit department, group, etc. Collaboration among different units of the organisation. Features of Human Resource development The essential features of human resource development can be listed as follows: Human resource development is a process in which employees of the organisations are recognized as its human resource. It believes that human resource is most valuable asset of the organisation. It stresses on development of human resources of the organisation. It helps the employees of the organisation to develop their general capabilities in relation to their present jobs and expected future role. It emphasise on the development and best utilization of the capabilities of individuals in the interest of the employees and organisation. It stresses on developing relationship based on help, trust and confidence. It promotes team spirit among employees. It tries to develop competencies at the organisation level. It stresses on providing healthy climate for development in the organisation. HRD is a system. It has several sub-systems. All these sub-systems are inter-related and interwoven. It stresses on collaboration among all the sub-systems. It aims to develop an organisational culture in which there is good senior-subordinate relations, motivation, quality and sense of belonging. It tries to develop competence at individual, inter-personal, group and organisational level to meet organisational goal. It is an inter-disciplinary concept. It is based on the concepts, ideas and principles of sociology, psychology, economics etc. It form on employee welfare and quality of work life. It is a continuous and systematic learning process. Development is a life long process, which never ends. Benefits of Human Resource Development Human resource development now a days is considered as the key to higher productivity, better relations and greater profitability for any organisation. Appropriate HRD provides unlimited benefits to the concerned organisation. Some of the important benefits are being given here: HRD develops new skill, knowledge and attitude of the people in the concern organisations. With appropriate HRD programme, people become more committed to their jobs. People are assessed on the basis of their performance by having a acceptable performance appraisal system. An environment of trust and respect can be created with the help of human resource development. Acceptability toward change can be created with the help of HRD. Employees found themselves better equipped with problem-solving capabilities. It improves the all round growth of the employees. HRD also improves team spirit in the organisation. They become more open in their behaviour. Thus, new values can be generated. It also helps to create the efficiency culture In the organisation. It leads to greater organisational effectiveness. Resources are properly utilised and goals are achieved in a better way. It improves the participation of worker in the organisation. This improve the role of worker and workers feel a sense of pride and achievement while performing their jobs. It also helps to collect useful and objective data on employees programmes and policies which further facilitate better human resource planning. Hence, it can be concluded that HRD provides a lot of benefits in every organisation. So, the importance of concept of HRD should be recognised and given a place of eminence, to face the present and future challenges in the organisation. It is, though in a different sort of way. Samsung takes its people seriously. It is constantly preparing them, at every level, for the rapidly changing world market that throws up ever-changing challenges. Employees of all the plus companies of the group at one time or the other come here to be inspired and to learn to think out of the box.. Indeed, so serious is Samsung about its people thinking differently and spontaneously that it has designed the campus unlike any other. Realising that change is a constant and the innovation is critical to keep pace, the HRD Centre tries to equip its people to think differently. Believing that a business cannot be successful unless it creates prosperity and opportunity for others, he says Samsung cares as much for its staff as for societies it operates in by being socially and environmentally responsible. The training centre prepares new comers to Samsung for the journey with the organisation, promotes to take up the new responsibilities, senior executives to exchange ideas, and the top echelons to think far into the future. This is done chiefly through three key initiatives: The attempt is to give new comers the basics of doing good business. History, tradition, values form the basis of the programme with sessions on teamwork and creativity. A five-month initiative to develop the leaders of the next

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generation. The participants are those with global competitiveness and all-round management skills. Global business management, leadership, and problem solving are the focus. A larger programme with varying periods, here the effort is to develop global spearheads with an emphasis on the local customs, cultures and practices besides foreign language, all designed to ready the managers for international assignments. The HRD Centre also promotes Knowledge Management and Innovation in Practice with its cutting-edge education infrastructure, promoting values, and continuous assessment. The centre actively promotes field learning so that people can develop themselves wherever they are.

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Chapter 4 : Functions & Practices of Human Resource Management | www.nxgvision.com

Human resources development refers to the management, training and improvement of employees. The end goal is to sharpen current skills and teach new ones to increase efficiency.

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

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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 5 : Training Best Practices and Organizational Success - Training Industry

Human resource development includes training a person after he or she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities.

The management of your human resources focuses on: Recruitment and Selection This is particularly difficult in a global organization where one of your biggest challenges will be finding, retaining and developing a superior global workforce. ITAP knows how to identify the "success factors" of a position—which is a key to identification of superior candidates. Understanding cultural differences in the recruitment process, the selection of candidates and what motivates employees in various cultures is crucial to the success of global organizations. While not difficult to learn, they are far more effective at identifying exactly what capabilities particular candidates could bring to your organization. This is particularly important when recruiting and selecting across cultures. A well thought out and extensive assimilation process often makes new employees more likely to stay. This process should start before the offer is made, and many companies have assimilation plans for at least the initial six months on the job. This is especially important in group and relationship cultures as it helps the new employees feel welcomed into the group and gives them time and structure to establish relationships that will be important to the employee as well as anchor their loyalty to the company. ITAP can support your development of an effective onboarding or assimilation process. Developing Your Employees - Global Workforce Development Helping your employees recognize that they work in a multi-cultural environment or a global environment is an official reminder that there is an expectation that they will attend to cultural differences. General awareness programs are a good start. Localizing Your Employee Handbook and Job Descriptions The meaning of job titles and job responsibilities vary across cultures. ITAP can help you localize these - make them appropriate for various geographies in which these positions are located. ITAP has depth and breadth of experience in developing global employees. Performance Management In many cultures there is a preference for well documented performance systems. Communicating exactly what is expected and defining the levels of behaviors and assessing employees all against the same criteria feels more fair to many employees. Performance systems that depend on manager discretion can be viewed as "favoritism" and "unfair. The global leadership behaviors required for success include: The flexibility to work and manage across cultures The ability to be the voice of the local culture to home office while being the voice of home office to the local employees Understanding of and ability to adapt to cultural differences as they impact business practices If you want your global leaders to succeed and stay, ITAP can help you: Linking both to a leadership competency model leverages investments, communicates expectations, and rewards and retains deserving talent. We can be your local arm by temporarily outsourcing your start-up HR in new geographies. Globalizing the HR Function: HR Staff Development As companies globalize, their HR departments need to understand the challenges of working in and serving a global organization. Consulting behind the scenes for HR professionals to support them as they serve the needs of their global organizations Web content HR professionals can use to sell to, train or explain about and be a better global business partner Certification for HR professionals in the administration and use of ITAP tools and services Act as temporary staff to supplement the capabilities of the existing professionals. Change Management The development of your organization and, particularly, how you manage change impacts the success of your business. Managing change and growth across cultures and geographies requires specific knowledge of the impact of change and growth needs in particular cultures. ITAP understands the cultural nuances of change in many cultures and can support your organization in collecting and analyzing data on work culture and employee climate surveys to assure responses are culturally appropriate. Our understanding of cross-border change initiatives can greatly reduce the usual issues created by change initiatives and address culturally specific issues. Companies that institute either small or large scale change need to attend to the needs of the employees before, during and after this process. ITAP can support the Change process throughout

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its life cycle. Organizations can benefit from the eStrategyMapper output to prioritize investments and their change initiatives, as well as putting figures to targets and preparing appropriate action plans. Action Learning Imagine selecting "talent to watch" and assigning them an as yet unsolved business problem. Give them some parameters about expected outcomes, timeframes, and how to collect information - and watch them learn. Learn about cross-functional issues Meet people from all over the company Get into the day to day issues these people face. Well defined action learning projects can resolve seemingly insurmountable business issues, develop and challenge talent, and cost nowhere near what a month at business school would cost.

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Chapter 6 : Human Resource Management at Hsbc - New York Essays

Human Resource: Human resource development combines training and career development to improve the effectiveness of the individual, group, and organization. The Mission of Human Resource Management Human resource management is responsible for the attraction, selection, training, assessment, and rewarding of employees.

Training Best Practices and Organizational Success March 1, Mark Thomas² min read Some of the best companies today realize that continuous learning and development is key to organizational success. For this purpose, professional trainers may be hired to conduct training sessions on specific topics. These trainers have the responsibility to develop training strategies, which help in knowledge retention and enable the employees to achieve success in the workplace. Trainers need to be mindful of some training best practices to accomplish this goal. This article will review some of the best practices that should be followed in the training industry. Some of the most effective learning and development programs today include the following best practices: They should closely interact with the clients to ensure that the designed and implemented programs help to achieve business success by overcoming an area of improvement. The trainers should align the learning objectives and business objectives to make the training more relevant. Set criteria to define success The success of training programs should be measured against different criteria. Training programs should result in a return on investment, either in the long term or the short term. Professional trainers should clearly outline how the training initiatives help an organization fully achieve its goals. The timeframes should be identified at the beginning, and a re-evaluation of the programs should be conducted on a regular basis. Training programs should be supported by key strategies, systems, structures, policies and practices When designing a training program, the trainers should ensure that learning is aligned with and directly supported by organizational structures, lines of authority, decision-making, values and other business practices. This would help to establish boundaries and reinforce the desired results. Training should be driven through many channels Some of the best trainers in the industry help the organizations to explore and utilize different platforms to reinforce learning outcomes and ensure that people get the right skills at the right time, in the right way and at the right cost. They closely liaison with the companies to tap methods, such as classroom lecture and role-plays, on-the-job application, e-learning, and use of other technology and support tools to match learning styles of each employee. Each approach offers multiple benefits and should be looked into for delivery of effective training programs. Learning by doing and establishing shared accountability Some of the best programs enable the employees to maximize their potential through self-directed training and development. By identifying their own needs, creating individual learning plans and seeking learning opportunities, employees are encouraged to take responsibility for learning and apply the learned concepts at work. By experimenting and learning by doing, an employee may find himself to be more effective at work and contribute to organizational success. Many trainers recognize that learning is built around action rather than theory. Training best practices can vary depending upon the specific situation, culture and maturity of each organization. However, the best trainers ensure that they are well aware of the training needs before implementing any initiative. The industry is built around the belief that the process of doing, reflecting and learning is a continuous one.

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Chapter 7 : Global Human Resources Management and Organizational Development

This certainly holds true for training and development; that's why it helps to network with professional colleagues and through organizations like the Society for Human Resource Management to.

The end goal is to sharpen current skills and teach new ones to increase efficiency. When addressed properly, workplace motivation instills pride and a desire to excel. Such enthusiasm can be taught not through training but through your personal management abilities. Needs Assessment The first step in HR development -- be it training, improvement or motivation -- is needs assessment. Increasing motivation requires you to pinpoint the exact areas of needed improvement. Start with a simple, anonymous questionnaire relating to personal goals and opinions about your business, employee satisfaction and management performance. Most of the questions should be open-ended, with simple "yes," "no" or "maybe" answers. Follow up with a final open-ended inquiry along the lines of "What can we do to help you achieve your goals? Leadership While being relaxed and informal may gain you friendship status among your staff, it is detrimental to motivation. The key here is to find middle ground between a completely informal or an autocratic management style. First, enforce discipline in a professional manner. Do not scold, disparage or lecture employees; instead, document infractions and address the issue in private. Emphasize that you are not the enemy but simply want to avoid repeat mistakes to help employees thrive. Fair treatment is also important in this area. Discipline must be administered equally, and favoritism is not acceptable. Finally, set an example. Show enthusiasm in everything you do so your staff knows which behaviors and practices are acceptable. Make it clear that your staff can approach you at any time to address issues. However, limit all conversations to private meetings and ask questions about how you can resolve the problem for them to make their job easier and more fulfilling. Ask if there is anything you can do to help, even if he simply needs someone to talk to. Rewards Developing an effective reward system is a matter of balance. Ultimately, it falls into two broad categories: Compensation includes raises, bonuses and prizes for top performers. Acknowledgement, on the other hand, is a simple "thank you" or "congratulations. Compensation should be your main focus, while supporting employees through praise gives them an extra push to perform well. Acknowledgment is fairly straightforward, and your monetary reward system should depend on your business. For example, if your company is sales-focused, you can offer prizes -- such as electronics or gift certificates -- to top salespeople in lieu of simple cash.

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Chapter 8 : Human Resources Dissertation Topics for FREE

These HR practices are Human Resource Management Policy, Human Resource planning, Policy and Philosophy, recruitment and selection practices, placement practices, training practices, compensation practices, employee performance evaluation practices, Motivational forces and factors, Employee Grievances, promotion practices, empowerment and.

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

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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

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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

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Chapter 9 : Human resource management - Wikipedia

Global Human Resources Management and Organizational Development Print Email Often one of a company's most expensive assets is its human capital, the human resources of the organization.

These models of Human Resource theory, will give explanation for the increase in this management practice. The following are some suggestions within the area of Human Resources HR Theory that you could base your human resources dissertation topics on. This article claimed Human Resources was another management tool to control the workforce, and in the wrong hands would bring back control and command management practices. It questioned the ability of management to acquire the soft skills needed to implement Human Resources in its purist form. With all the sections there are numerous areas that can be reviewed. I have discussed one area and then added suggestions on how to focus the research. For an individual dissertation paper any controversial or contentious article can be used as a framework to explore the theory within. Challenging HR is a subject close to many workers hearts and would make for a compelling human resources management dissertation. Theory in action an example and study of the theory in practice. Is the Human Resource valued? Can the HR function always drive change? Outsourcing can the gate keeper of culture be outsourced? Outsourcing, what do we do now? Who pushed who out a decline of the unions with the increase in HR practices. Managing the HR function. Training and Development of Human Resources Dissertation Topics Recognition of the importance of Human Resources has increased in recent years; this is a result of competition from overseas economies. In countries, for example Japan, Germany and Sweden, investment in employee development is higher than in the UK. This has led to some organisations reviewing their policies on training, introducing continuous investment in their employees. With the credit crunch a year old, an organisation, for example in financial services, could be studied to see the effect on their training budget. To add context two organisations could be compared, with a small section on their financial performance to test the statement above. Below are some suggestions as to how to narrow your human resources dissertation topics on training and development down to a specific topic. How do organisations survive economic crisis from the training and development perspective? Does training and development really impact on the bottom line? Who trains the trainers? Soft skills, who needs them? Training on a budget. Where now, post disaster survival? Soft versus hard skills. Can poor selection processes be remedied through training and development? This is a strange statement for Human Resources, but there is so much written in contemporary literature that preaches that Human Resource is the final competitive edge for organisations; therefore those that have not introduced this practice are at a disadvantage. This paper could compare two organisations, for example one operating a best practice HR policy and the other with little or no HR policies. This would identify what added value there is in best practice Human Resources, and if this adds the same value to all organisations. The organisations for the study would need to be in similar markets and employ the same number of employees. Change is endemic, and the Human Resources department should be a forefront of change, driving it through the organisation. If you snooze you lose. Keeping up with change, how do organisations cope with change? HR replaced personnel, what can replace HR? Value, how do you assess the HR value? Why bother, I will catch the next fad. A study on an organisation to advise them of their options. A study of change in an organisation. Change for change sake is new always best? Today the individualism of contract gives employees more control on their reward. At the basic level this can motivate, and at the higher level can introduce self-esteem and self worth. Performance reward or incentive pay is a tool that can be used to set targets and then reward when these targets are met. Performance management consists of a cycle, consisting of five parts 1 setting of performance objectives 2 measuring the outcomes 3 feedback of results 4 reward linked to the outcomes and 5 amendments to objectives and activities. There are many companies that use performance management strategies, and use them in different ways, giving you different topics to research and companies to compare and contrast. Can skills be increased through performance management? Is it

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possible to manage all? Can wages be capped through performance management? Do individuals have control over their reward? Reviewing and reacting on results. The main contentious issues with performance management are the appraisals; they are conducted with the subjectivity of the appraiser, who will often enter the appraisal interview with pre-conceived conclusions of both the appraisee and the interview. The gravity of this is immense as it forms the foundations of performance management. If they are not conducted fairly, there are no beneficial outcomes to either the appraisee or the organisation. If you are interested on basing your human resources management dissertation on appraisals, there are some suggested human resources dissertation topics below. Can subjectivity be removed? Can I have a pay rise? Public sector appraisals and the spinal pay reward. Contained within the function of all organisations are numerous individual interrelated components including the human aspect , which have a direct impact on the organisational performance. The complex relationship between employee and employer has been studied from both a psychological and sociological aspect. Taylorism 2 Social man from the Hawthorne studies: Contemporary versus traditional theory.