

HUMAN RESOURCE MANAGEMENT II

CHAPTER 2: HUMAN RESOURCE DEVELOPMENT

DO NOT COPY

CHAPTER 2

SIGNIFICANCE OF HUMAN RESOURCE DEVELOPMENT

- The term refers to the knowledge, skills, creative abilities, talents, aptitudes, values and beliefs of an organization's workforce
- Human resources development improves the utilization value of an organization
- The efficiency of production process and various areas of management depends to a greater extent on the level of human resources development

CHAPTER 2

CHANGING ENVIRONMENTAL FACTORS

- The vitality of human resources to a nation and to the industry depends upon the level of its development.
- HRD assumes significance in view of the fast changing organizational environment and need of the organization to adopt new technologies in order to respond to the environmental changes due to:
 - Unprecedented increase in competition within and outside the country consequent upon the announcement and implementation of economic liberalization
 - Trends towards market economy are more prevalent in most of the countries indicating only the industries strong in all respects to continue in the market and other industries are forced to withdraw from the market

CHAPTER 2

CHARACTERISTICS OF HUMAN RESOURCES

- Human resources is complete human being I.e., economic, social and psychological. Employees enter the organization with their values, sentiments, aptitudes etc.
- The competencies of human resources are developed through HRD programmes.
- Employees' background, expectations, values etc. vary from person to person. Therefore, each employee should be managed differently based on different principles/approach
- The value of human resources increases over the time due to continuous learning process unlike other resources.

CHAPTER 2

THE CONCEPT OF HUMAN RESOURCES DEVELOPMENT

- HRD is mainly concerned with developing the skills, knowledge and competencies of people and it is people-oriented concept
- The concept of HRD is not yet well conceived by various authors though they have defined the term from their approach as it is of recent origin and still is in the conceptualizing stage.
- Many personnel managers and organizations view HRD as synonymous to training and development
- The concept was formally introduced by Leonard Nadier in 1969 as “those learning experiences which are organized for a specific time and designed to bring about the possibility of behavioural change.”

CHAPTER 2

FEATURES OF HRD

- HRD is a systematic and planned approach for the development of individuals in order to achieve organizational, group and individual goals
- HRD is a continuous process for the development of technical, managerial, behavioural and conceptual skills and knowledge
- HRD develops the skills and knowledge not only at the individual but also at dyadic level, group level and organizational level

Contd.

CHAPTER 2

FEATURES OF HRD

- HRD is multi-disciplinary.
- It draws inputs from Engineering, Technology, Psychology, Anthropology, management, Commerce, Economics, Medicine etc.
- HRD is embodied with techniques and processes
- HRD is essential not only for manufacturing and service industry but also for information technology industry

CHAPTER 2

SCOPE OF HRD

- Recruiting the employees within the dimensions and possibilities for developing human resources
- Selecting those employees having potentialities for development to meet the present and future organizational needs
- Analysing, appraising and developing performance of employees as individuals, members of a group and organizations with a view to develop them by identifying the gaps in skills and knowledge

CHAPTER 2

NEED FOR HRD

- Changes in Economic Policies
- Changing job requirements
- Need for Multi-skilled Human Resources
- Organizational viability and transformation process
- Technological Advances
- Organizational complexity
- Human Relations

CHAPTER 2

HRD OBJECTIVES

- To enhance organizational capabilities
- To aid total quality management
- To provide comprehensive framework for HRD
- To prevent employee obsolescence
- To develop creative ability and talents
- To prepare employee for higher level jobs
- To promote individual and collective morale, a sense of responsibility, co-operative attitudes and good relationships

CHAPTER 2

HRD FUNCTIONS

- Performance Appraisal
- Employee Appraisal
- Employee Training
- Executive Development
- Career Planning and Development
- Succession Planning and Development
- Organization change & Organization Development
- Involvement in Social and Religious Organizations, Quality Circles and workers' participation in management

CHAPTER 2

HRD FRAMEWORK

- Recent economic liberalization announced by the government of India tend towards market and economy and started creating more dynamic environment in India than ever before
- Human resources planning for HRD should plan for human resources not only for the present and future jobs but also roles

Contd.

CHAPTER 2

- Organizational plans including the plans for change, based on environmental opportunities and threats, are the basis to determine organizational requirements
- Human resources to be acquired and developed are determined in terms of skills, knowledge, abilities, values, aptitude, beliefs, commitment etc.
- The outcomes of HRD are four-fold: to the organization, to the individuals, to the groups and to the society

CHAPTER 2

TECHNIQUES OF HRD

- Performance Appraisal
- Potential Appraisal
- Employee Training
- Executive Development
- Career Planning and Development
- Social and Cultural Programmes
- Organizational change & Organizational Development
- Workers' participation in management

CHAPTER 2

TECHNIQUES OF HRD

- Quality Circles
- Employee Counselling
- Role Analysis
- Communication Policies and practices
- Monetary Rewards
- Non-monetary Rewards
- Employee Benefits, and
- Grievance Mechanism

CHAPTER 2

HRD OUTCOMES

- HRD outcomes provide the ground rules to build an organization excelling in people, processes, products and profits:
 - Training makes people more competent
 - There is greater clarity of norms and standards
 - People become more committed to their jobs
 - People develop great trust and respect for each other
 - HRD helps inducing multi-skills to the employees

CHAPTER 2

THE FUNCTIONS OF HRD MANAGER

- Role analysis
- HR planning
- Recruitment
- Selection
- Placement
- Induction and orientation
- Performance Appraisal
- Training

CHAPTER 2

THE FUNCTIONS OF HRD MANAGER

Management development

- Career Planning and development
- Organization Development
- Compensation
- Social and Cultural Programmes
- Workers' Participation in Management
- Quality Circles
- Employee Counselling
- Teamwork

CHAPTER 2

HRD TASKS OF LINE MANAGER

- Appraisal
- Sub-system Training
- Career

CHAPTER 2

ATTRIBUTES OF AN HRD MANAGER

- Technical
 - Knowledge and skill in counselling
 - Knowledge of behavioural sciences
 - Knowledge of techniques in behavioural research
- Managerial
 - Organizing ability,
 - Systems development skills

CHAPTER 2

ATTRIBUTES OF AN HRD MANAGER

- Personality
 - Initiative
 - Faith in human being and their capabilities
 - Positive attitude towards others
 - Imagination and creativity
 - Concern for excellence
 - Concern for people and their development
 - Attitude for research and development work
 - Interest in learning new things
 - Ability to work as a team member