

Chapter2

What is Personnel Management

Objectives:

- Understand the purpose of any organization
- Understand why managing people is very important & challenging
- Understand various functions of Personnel Management
- Understand the different types of functions covered under Personnel Management
- Understand what qualities a Personnel Manager needs to possess.

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Structure:

- Introduction
- Managing People
- Functions of Personnel Management
- Functions of P M under two broad heads
- Qualities of a Personnel Manager
- Summary

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What is Personnel Management

2.1 Introduction

- An organization consists of two or more people working towards a common goal.
- It may be commercial, social, educational, political, etc.
- To run an organization, we need Resources.
- The Resources are the 4 Ms: Man, Machine, Materials & Money.
- Man, as a Resource, forms the most crucial aspect of organizational effectiveness.

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2.2 Managing People

- Managing people in an organization is challenging due to diversity of people.
- Due to the fact that they come from different backgrounds, different age groups, different sexes, different religions etc., they are diverse and hence display diverse behaviors.
- The diversity at workplace makes the task of managing people an art

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- Among the various definitions of Personnel Management, Edwin Flippo had this to say:
“ Personnel Management is planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance & separation of Human Resources to the end that individual, organizational and societal objectives can take place ”

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Personnel Manager needs to perform a variety of roles:

- Humanitarian's role – morals, ethics
- Counselor role – employees
- Mediator Role – peace restoring, win-win
- Spokesman role – overall picture
- Change Agent role – overall change process

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2.3 Functions of Personnel Management

1. Manpower Planning
2. Recruitment, Selection, Induction & Orientation
3. HRIS – Human Resources Information Systems
4. Wage & Salary Administration
5. Training & Development
6. Performance Management
7. Work Environment
8. Employee Services
9. Employee Satisfaction, Motivation & Discipline
10. Industrial Relations

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2.4 Functions of Personnel Management under two broad heads

a) Managerial Functions:

Planning, Organizing, Directing, Coordinating, Controlling.

b) Operative Functions:

Manpower requirements, Recruitment & Selection, Personnel Development, Compensation, Integration, Maintenance

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2.5 Qualities of a Personnel Manager

1. Good communication skills
2. Friendly & Approachable
3. Fair & Just
4. Creative thinking in different situations
5. Balanced thinking
6. Tactful & Firm
7. Leadership qualities

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2.6 Summary

- We discussed various functions under Personnel Management with definitions & roles.
- The basic role of Personnel Manager is management of human resources.
- Personnel Management deals with a number of functions which fall into two categories: Managerial & Operative.
- The qualities of a Personnel Manager was discussed.