

PERSONNEL MANAGEMENT AND HUMAN RESOURCES



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CHAPTER 1

Personnel Management in Organizational Context

LEARNING OBJECTIVES

After going through this chapter, you should be able to:

- Scan the personnel environment
- Understand the changing role of personnel management
- Realize whether personnel management is a profession
- Define the objectives of the personnel function
- Discuss the role and activities of a personnel department and
- Understand the position of a personnel department in an organization.

Organizations exist for people. They are made of people and by the people, and their effectiveness depends on the behaviour and performance of the people constituting them.

There was a time when people were considered a liability. Now they are mostly considered as a resource and an asset. Today reckoned as partners, employees were earlier considered as adversaries by their employers. The transformation in the attitude and outlook towards people in organizations, variously called employees, human resources, etc. has been made possible by the evolution in the field of personnel management, the function with responsibility for managing human resources in any organization.

This chapter, in fact the entire book, is about this function whose preoccupation is with people. Terms such as personnel, human resource management, and employee relations are used to describe the unit, department, group of specialists or the function concerned with people. For our purpose, we shall use them synonymously. Terms and aspects relating to industrial relations and human resource development are integral to the personnel function.

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KEY WORDS

- Resolute Approach : Taking action after the event.
- Proactive Approach : An approach which seeks to accomplish preventive care in human resources.
- Human Resource Development : It is a process by which the employees of an organization are helped to help themselves and the organization.
- Horizontal Human Resource Practices : Human resource practices which seek to eliminate or reduce hierarchical differences and bring about greater interaction between people and tasks.

REVIEW QUESTIONS

1. Outline some of the major changes (at legal level which mean to happen) on the role of personnel and discuss the implications.
2. Do you subscribe to the statement of the expectations and responsibilities of top management towards personnel? Do you find it adequate to meet the future scenario?
3. Comment on the suggested changes in approach to personnel management in organizations.
4. Critically review the concept of HRD. Comment on the linkage between HRD, personnel, individual relations and organizational development.

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PERSONNEL MANAGEMENT AND HUMAN RESOURCES

This text provides a comprehensive framework of the principles and concepts relating to personnel management with emphasis on the Indian context.

The text endeavours to interpret personnel and human resource management concepts with behavioural principles and industrial relation implications.

It incorporates the essence of the recent contributions of behavioural science. Additionally, it features topics not discussed in other current Indian textbooks like 'Quality of Work Life', 'Stress Management and Counselling', 'Industrial Relations Implications of Personnel Policies', and 'Future Scenario'.

SALIENT FEATURES

- Each chapter begins with the learning objectives, and includes key words, a summary and suggestions for further reading towards the end.
- Includes real-life cases which reflect diverse situations in the corporate world.
- Features chapter-end test questions.

The book would serve as a text for post-graduate students of management and commerce, and would also be useful to practising managers.

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