



BHARATHIDASAN UNIVERSITY

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**Programme: M. Master of Library and
Information Science (M.LIB.I.Sc)**

Course Title : Management of Library and Information Centres

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Unit-III

Human Resource Management

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Introduction of HRM

- Human Resource Management is the strategic approach to the effective management of people in a company or organization such that they help their business gain a competitive advantage.
 - In an organisation the most valuable and important resource is quality manpower. This is the force that activates and facilitates optimal utilisation of all other resources and helps the organisation to achieve the best results possible in terms of its products and user services.
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Definition of HRM

- A formal definition of Human Resources Management is that 'it is a function performed in organisations that facilitates the most effective use of employees to achieve organisational and individual goals'.
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Need and Purpose

- ❑ To convert all resources in to tangible products and services.
 - ❑ To achieve success in development process of an organization.
 - ❑ Constant up-gradation of knowledge and skills of the employees.
 - ❑ To up-grade employees motivation, dedicated participation, involvement and commitment to achieve targeted goals.
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Cont...

- ❑ survival and stability
 - ❑ growth and development
 - ❑ change and diversification
 - ❑ retuning the activities to become more effective
 - ❑ providing highest quality in products and services
 - ❑ playing a leadership role in the field and
 - ❑ obtaining goodwill and reputation through customer satisfaction.
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HRM activities

- Equal employment opportunity programmes
 - Task analysis
 - Human resources planning
 - Employee recruitment, selection and orientation
 - Career development and counselling, performance evaluation, and training and development
 - Compensation and benefits
 - Safety and health
 - Labour relations
 - Discipline, control, and evaluation of personnel function
 - Work scheduling
 - Quality of work
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HRM approaches

- Macro Approach (Strategic)
 - Micro Approach (Operational)
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Macro approach

- ❑ To defining objectives of the organisation
 - ❑ To preparing policy guidelines
 - ❑ To evolve pragmatic plans
 - ❑ strategies for executive actions
 - ❑ To establish appropriate procedures
 - ❑ Rules and regulations for implementation etc
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Micro approach

the micro approach takes care to

- ❑ Implement and execute the activities and programmes to achieve the targets, objectives and goals
 - ❑ Executing operation planning,
 - ❑ It handles personnel recruitment, selection, placements and deployment,
 - ❑ Personnel skill development through training and skill acquisition through hands-on experience
 - ❑ task analysis,
 - ❑ job analysis,
 - ❑ job description,
 - ❑ job specification
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Staffing

- Staffing is the management function that deals with the recruitment, placement, training and development of organization members.

Steps in Staffing process:

- Human resources planning
 - Recruitment
 - Selection
 - Induction and orientation
 - Training and development
 - Performance appraisal
 - Transfers
 - Separation
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Human Resource Planning

Planning Steps:

- Planning for future needs
 - Planning for recruiting and selecting for laying off
 - Planning for development
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Recruitment

- Recruitment' or (employee resourcing) is the process by which an organisation secures the required persons.
 - The purpose of recruitment is to provide a large enough group of candidates to the organisation.
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Cont...

- Sources of recruitment
 - From inside the organization
 - From outside sources

From Inside Advantages:

- it ensures stability from continuity of employment
- it creates a sense of security among the employees
- it builds loyalty among the employees
- persons are already familiar with the organisation activities and requirements
- it encourages other executives and employees

From external source Advantages:

- fresh view points
 - varied and broader experience
 - ability to change old habits
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Selection

- The assessment of those who apply for employment, by one or more methods, as to their suitability for particular positions and the choice of the most suitable candidate is generally called as `Selection`.
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Steps in the selection process

1. The application form

- ❑ Indicates that the applicant desires a position
- ❑ Provides the interviewer with the basic information for conduct an interview
- ❑ It becomes a part of the organization's personnel information

2. Through testing an organization attempts to measure a candidates relevant job skills and ability to learn on the job

3. The initial screening interview

4. In back ground investigation the truthfulness of a candidate's resume

5. The in-depth selection interview

6. The physical examination

7. If an applicant successfully passes through these selection stages they can get the job offer.

Induction and Orientation

- Induction and orientation are designed to provide a new employee with information he or she needs in order to function comfortably and effectively in the organization. Three types of information can be conveyed
 1. General information about daily work
 2. Review of the organization history, purpose, operation and products or services and employee contribution
 3. Organization's policies, work rules and employee benefits.
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Training and Development

- ❑ Training programmes are directed towards maintaining current job performance
- ❑ Development programmes seek to develop skills for future jobs.

Two types of methods :

On the job method

Off the job method

Cont...

□ On-the-job methods

■ Coaching :

the training of a subordinate by his or her immediate superior is the most effective management development techniques.

■ Job rotation :

It involves shifting managers from position to position so that they may broaden experience and familiarize themselves with various aspects of different operation of the system.

■ Training position:

training positions are the method to develop managers. Trainees are given staff posts immediately under a manager.

■ Planned work activities:

involving trainees important work assignment to develop their experience and ability

Cont...

□ Off-the-job methods

off the job development techniques remove individuals from the stress and ongoing demands of the work place enabling them to focus fully on the learning experience.

-it provides opportunities for meeting people from other organisations

-they will be exposed to new ideas and experience

□ Most common methods are

- Class room instruction
 - Sponsored programmes
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Performance Appraisal

- Performance Appraisal is the systematic evaluation of an individual employee's job related strengths and weaknesses.
- It is a continuous process of feedback about how well the employees are doing their work for the organization.

Types :

Formal Appraisal

Informal Appraisal

Formal Appraisal : formal and systematic appraisal occurs bi-annually or annually. It has four major purposes

- it lets subordinates know formally how their current performance is being rated
- It identifies those subordinates who deserve merit raises
- It locates those subordinates who require additional training and
- It identifies those subordinates who are candidates for appraisal

Cont...

Informal Appraisal approaches:

- the first approach : a superior's rating of subordinates
 - A group of supervisors rating subordinates
 - group of peers rating a colleagues
 - subordinates evaluate their superiors performance
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Transfer and separation

Transfer serves a number of purposes

- to give broader job experience as part of their development and to fill vacancies as they occur.
 - to keep promotion ladders open to keep individuals interested in the work.
 - inefficiently performing employees may be transferred to other jobs simply because a higher level manager is reluctant to demote them or separate them.
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Separation

- When demotion or other transfer is not feasible it is usually better to separate than to let the poor performer stay on the job.
 - Separation can work out in the best interest of the individual, who may reach his or her potential in different environment as well as ensuring more effective management for the organization.
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Job Analysis

- A job analysis is the process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job
 - Two approaches:
 - job oriented
 - person oriented
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Purpose of Job Analysis

- selection
 - legal issues
 - performance appraisal
 - career development
 - training
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Activities of Job analysis

- ❑ reviewing the job responsibilities of current employees,
 - ❑ doing Internet research and viewing sample job descriptions online or offline highlighting similar jobs,
 - ❑ analyzing the work duties, tasks, and responsibilities that need to be accomplished by the employee filling the position,
 - ❑ researching and sharing with other companies that have similar jobs, and
 - ❑ articulation of the most important outcomes or contributions needed from the position.
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Sources of Job Analysis Information

- Who provides information?
 - subject matter experts (job incumbents and supervisors)
 - analysts
 - How is information collected?
 - Performing the job
 - Observing incumbents perform the job
 - Interviewing SMEs
 - Surveying SMEs
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Methods of Job Analysis

- Task inventories
 - Time spent on task
 - Importance of task, difficulty of learning

 - Functional Job Analysis
 - data
 - people
 - Things

 - Critical incidents technique
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Cont...

- Job Components Inventory
 - Tools and equipment
 - Perceptual and physical requirements
 - Mathematical requirements
 - Communication requirements
 - Decision making and responsibility
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Cont...

- Position Analysis Questionnaire
 - Information input
 - Mental processes
 - Work output
 - Interpersonal activities
 - Work situation and job context
 - Miscellaneous aspects
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Job description

- **Job description:** is a factual statement of the duties and responsibilities of a specific job.

This usually includes

job identification,

job summary,

duties to be performed,

achievable results,

reporting-supervising functions,

combination,

correlation and relationship of tasks to other jobs,

specification of machines, tools, materials and their applications, working conditions

Job specification

- A job specification describes the knowledge, skills, education, experience, and abilities you believe are essential to performing a particular job.
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Components of a Job Specification

- ❑ **Experience:** Number of years of experience in the job you are seeking to fill. Number of years of work experience required for the selected candidate. Note whether the position requires progressively more complex and responsible experience, and supervisory or managerial experience.
 - ❑ **Education:** State what degrees, training, or certifications are required for the position.
 - ❑ **Required Skills, Knowledge and Characteristics:** State the skills, knowledge, and personal characteristics of individuals who have successfully performed this job. Or, use the job analysis data to determine the attributes you need from your “ideal” candidate.
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