

# MANAGEMENT OUTLOOK

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## AN INSIGHT INTO CAREERS IN HUMAN RESOURCE MANAGEMENT

In the globalized era, organizations have realized that the need of the hour is to have skilled, well-trained & highly motivated staff to help the growth of the company. Organizations invest time & money in the welfare & benefit of the employees because they see merit in such activities. All this & more has led this part of an organization's activity to be called Human Resource Management. However there is more to HRM than just being the internal function of a corporate. Some options open for professionals interested in career in Human Resource are follows.

### CORPORATE HRM

The role of a HR

manager in the corporate sector is to search, select & recruit suitable & qualified staff for his organization. It is also concerned with the development, motivation & training of this staff in order to maximize their satisfaction & minimize turnover.

Increasingly the role of the HRM has future been empowered by their involvement in strategic issue revolving around organizational change, statutory compliance & industrial matters. Typically a bachelor's degree in management allows entry into a junior cadre of HRM, or an MBA is usually the norm for entry into mid level/senior position into HR department of large organization.



### TRAINING & DEVELOPMENT

There are some companies that specialized in T & D as a business. Their jobs is broadly to "Train the Trainer" or in the other words, train HR managers to , in turn, train employees of their organization & equip them with certain skill sets. They often hold workshops on "behavioral skills" etc. They also facilitate highly specialized workshops on

*"Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization"*

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"how to price high end derivatives" in which case they act as a link with specialized trainers. Most training firm employ people who have done their masters with either management or psychology or those who have pursued a diploma course in psychology after their bachelors in the same.

### RECRUITMENT CONSULTING

The job market is a buzz right now. MNCS are setting up base in India. Many are shifting their back end operations to Indian Cities. The retail sector is booming & every possible foreign bank is also setting foot here. Poaching is no longer a bad word and is, in fact, synonymous with hiring. Thus recruitment consulting is actually a very lucrative & fruitful field to join at this stage. There are several recruitment consulting firms in India. In some the business & business responsibilities are split by industries & in others, they are split by functions. The general requirement to become a recruitment consultant is an MBA with specialization in HR.

### HR CONSULTING

This is the upcoming field, where in organizations employ the services of HR consultants to either find solutions or help tide over issues relating to people in the

organization. For instance, when 2 companies are merging to form a common entity, they often hire HR consultant to figure out a way to smoothly integrate the people & culture of the organizations. In the case of organizations that need to re-structure, HR consultant decide on those who need to be retained, fired or promoted. In public sector companies when voluntary retirement schemes are announced, HR consultants are hired to make the process smoother. HR consultants are often employed by organizations for compensation, benefit analysis \$ review. A bachelor's degree in management or a specialized master's degree in HR would be good entry points at several levels of HR consulting.

### CAREER COUNSELLING

One of the most prominent facts of career counselling is the one that caters to the youth. This field includes the paid services of private organizations & also schools & colleges that provide career counselling to their students. To be eligible for this field, a PG diploma in HR or Counselling is required. A related field is that of conducting behavioural test, which are carried out in order to analyze personality

traits of individuals, through which the type of education & career profile that is best suited to them can be determined. This is a specialized field & requires a degree in clinical psychology. "Several schools & colleges hire counselors to conduct behavioural test for students who are the verge of choosing a career stream. They conduct behavioural tests which help students ascertain their skills set & the field that would be ideal for them to join. An increasing number of institutions understand the advantage of catching children while they are young to detect any odd behavioural pattern by conducting this test.

### ACADEMICS

If a person is interested in academics & is keen to take up HR, then a MBA with a specialization in HR or OB is the best option. This followed by doctorate in the same field would make you eligible to teach HR or OB at any institution. HR is a fast developing field, which until a few decades ago, was considered the domain of women. However due to the variety of roles available to day & the increasing relevance of this field, finds more & more men & women pursuing HR as a viable career option.



## BUSINESS PRACTICE

Human resources management comprises several processes. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by line-managers or other departments. When effectively integrated they provide significant economic benefit to the company.

- Workforce planning
- Recruitment (sometimes separated into attraction and selection)
- Induction and Orientation
- Skills management
- Training and development
- Personnel administration
- Compensation in wage or salary
- Time management
- Travel management (sometimes assigned to accounting rather than HRM)
- Payroll (sometimes assigned to accounting rather than HRM)
- Employee benefits administration
- Personnel cost planning
- Performance appraisal

**Strategic Workforce Planning** is the business process for ensuring that an organization has suitable access to talent to ensure future business success. Access to

talent includes considering all potential access sources (employment, contracting out, partnerships, changing business activities to modify the types of talent required, etc. By talent is meant the skills, knowledge, predisposition and ability to undertake required activities including decisions making. Strategic Planning considers the business risks concerning insufficient, disrupted, mis-deployed talent on the organization's business priorities. Strategic Workforce Planning is analogous to the treasurer role which is concerned with ensuring the organization has suitable access to working capital.

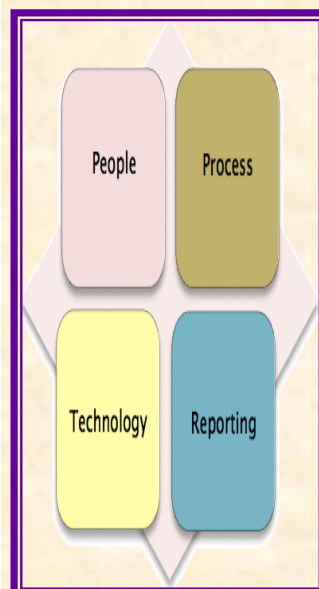
**Recruitment** refers to the process of screening, and selecting qualified people for a job at an organization or firm, or for a vacancy in a volunteer-based organization or community group. While generalist managers or administrators can undertake some components of the recruitment process, mid- and large-size organizations and companies often retain professional recruiters or outsource some of the process to recruitment agencies.

External recruitment is the process of attracting and selecting employees from outside the organization.

The recruitment industry has four main types of agencies: employment agencies, recruitment websites and job search engines, "headhunters" for executive and professional recruitment, and in-house recruitment. The stages in recruitment include sourcing candidates by advertising or other methods, and screening and selecting potential candidates using tests or interviews.

**Induction** is the process used within many businesses to welcome new employees to the company and prepare them for their new role. Skills Management is the practice of understanding, developing and deploying people and their skills. Well-implemented skills management should identify the skills that job roles require, the skills of individual employees, and any gap between the two.

In the field of human resource management,



**Training and development** is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development. Training and development encompasses three main activities: training, education, and development.

**Time management** refers to a range of skills, tools, and techniques used to manage time when accomplishing specific tasks, projects and goals. This set encompass a wide scope of activities, and these include planning, allocating, setting goals, delegation, analysis of time spent, monitoring, organizing, scheduling, and prioritizing. Initially time management referred to just business or work activities, but eventually the term broadened to include personal activities also. A time management system is a designed combination of processes, tools and techniques. Some authors (such as Stephen R. Covey) offered a categorization scheme for the hundreds of time management approaches that they reviewed

- First generation: reminders based on clocks and watches, but with computer implementation possible can be used to alert of the time when a task is to be done.
- Second generation: planning and preparation based on calendar and appointment books includes setting goals.
- Third generation: planning, prioritizing, controlling (using a personal organizer, other paper-based objects, or computer or PDA-based systems activities on a daily basis. This approach implies spending some time in clarifying values and priorities.
- Fourth generation: being efficient and proactive using any of the above tools places goals

and roles as the controlling element of the system and favors importance over urgency. Some of the recent general arguments related to "time" and "management" point out that the term "time management" is misleading and that the concept should actually imply that it is "the management of our own activities, to make sure that they are accomplished within the available or allocated time, which is an unmanageable continuous resource".

**Employee benefits** and benefits in kind (also called fringe benefits, perquisites, perqs or perks) are various non-wage compensations provided to employees in addition to their normal wages or salaries. Where an employee exchanges (cash) wages for some other form of benefit, this is generally referred to as a 'salary sacrifice' arrangement. In most countries, most kinds of employee benefits are taxable to at least some degree.

Some of these benefits are: housing (employer-provided or employer-paid), group insurance (health, dental, life etc.), disability income protection, retirement benefits, daycare, tuition reimbursement, sick leave, vacation (paid and non-paid), social security, profit sharing, funding of education, and other specialized benefits. The purpose of the benefits is to increase the economic security of employees.

**Performance appraisal**, also known as employee appraisal, is a method by which the job performance of an employee is evaluated (generally in terms of quality, quantity, cost and time). Performance appraisal is a part of career development. Performance appraisals are regular reviews of employee performance within organizations. Generally, the aims of a performance appraisal are to:

1. Give feedback on performance to employees.

2. Identify employee training needs.
3. Document criteria used to allocate organizational rewards.
4. Form a basis for personnel decisions: salary increases, promotions, disciplinary actions, etc.
5. Provide the opportunity for organizational diagnosis and development.
6. Facilitate communication between employee and administration
7. Validate selection techniques and human resource policies to meet federal Equal Employment Opportunity requirements.

A common approach to assessing performance is to use a numerical or scalar rating system whereby managers are asked to score an individual against a number of objectives/attributes. In some companies, employees receive assessments from their manager, peers, subordinates and customers while also performing a self assessment. This is known as 360° appraisal. forms good communication patterns. The most popular methods that are being used as performance appraisal process are:

1. Management by objectives
2. 360 degree appraisal
3. Behavioral Observation Scale
4. Behaviorally Anchored Rating Scale

The sort of careers available in HRM are varied. There are generalist HRM jobs such as human resource assistant. There are careers involved with employment, recruitment and placement and these are usually conducted by interviewers, EEO (Equal Employment Opportunity) specialists or college recruiters. Training and development specialism is often conducted by trainers and orientation specialists. Compensation and benefits tasks are handled by compensation analysts, salary administrators, and benefits administrators.