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& MARKETING MANAGEMENT**

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HUMAN RESOURCE MANAGEMENT & MARKETING MANAGEMENT

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Human Resource Management in India Some Issues and Challenges

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Abstract :

Today Human Resource Management is very important in every organization. Human resource management is the strategic approach to management of the organization. It is the most valuable assets-its people. In HRM, it covers the management direction and recruitment of the people. Human Resource Management has progressed from a largely maintenance function. Some of the factors that contribute to the evolvement of human resources management are technology, diversity, immigration, globalization and a aging workforce . In this way HR is product of the human relations movements of the early 20th century. The function of HR was initially dominated by transactional work, such as payroll and benefits administration but due to globalization. Company consolidation, technological advancement and further research HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning industrial and labour relations as well as adversity and inclusion. However, the growth and success of any organization depends upon human resource management. The main aim of the paper is to find out the challenges which are confronting today's organization human resource management.

Keywords: Human Resource Management, Challenges, Globalization, Strategy.

Objectives of the Study:

1. To study the concept of HRM and its functions.
2. To study the scope of HRM.
3. To analyses the challenges which are confronting today's organization human resource management.

Research Methodology:

This research paper is based on the secondary data and information. Secondary sources have been used for the data and information which includes review of literature, newspapers, books and some websites.

Introduction:

Human Resources are the life blood of the organization. It is the most important assets of the organization. So that the firm's success completely depends on the capabilities of its members. Most problems, challenges, opportunities and frustrations

in an organization are people related. The daily reality and the challenges for HR managers in India are truly different from challenges faced in the West. Even though the attrition rate is high in India. HR managers are very people oriented, while their Western colleagues are for more process and task oriented. In short HR professional must be proactive with all strategies and action plans in order to meet the changing needs of the organization. They must be through with the functions of HR including planning, organizing, leading and controlling human resources. Business environment in India is Volatile.

HR managers are facing many challenges in present Scenario like globalization workforce diversity, technological advance and changes in political and legal environment change in information technology.

According to Edwin Flippo –

Human Resource Management means Planning, Organizing, Directing and Controlling of the Procurement, Development, Compensation, Integration, Maintenance and separation of human resources to the end that individual organizational and social objectives are achieved.

Scope of Human Resource Management:

The scope of the HRM is very vast. All major activities in the working life of a worker, from the time of his or her entry into organization until he or she leavers come under the purview of HRM. HRM mostly includes the planning job analysis and design recruitment and selection orientation and placement, training and development performance appraisal and job evaluation, employee and executive remuneration, motivation and communication, welfare safety and health industrial relations (IR).

The IIPM has described the scope of HRM into the following aspects.

- **The Personal Aspect:**

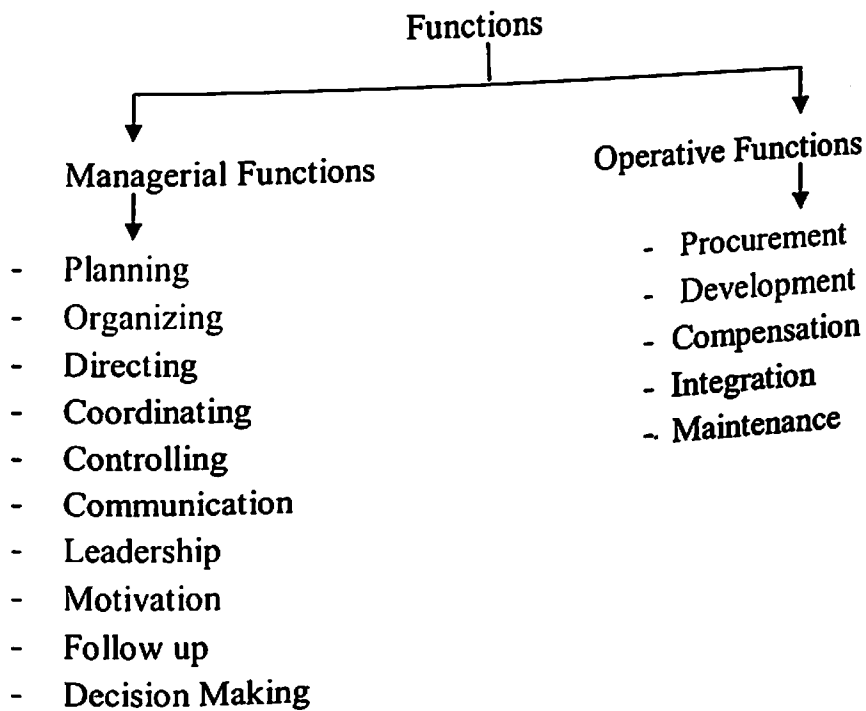
It is concerned with HR planning recruitment selection, placement, transfer, promotion, demotion, training, development, layoff, retrenchment, wage and salary administration etc.

- **The welfare Aspect :**

It is included with working conditions and amenities like crèches rest rooms, lunch rooms, housing, transport, education, medical help, health and safety, washing facilities, recreation etc.

- **The Industrial Relation Aspect :**

It is concerned with company's relations with the employees. It includes union management relations, negotiations, collective bargaining, grievance, handling, disciplinary actions, settlement of industrial disputes etc.

Functions of HRM :**Importance of HRM:**

- A company should first become aware of the needs of its employees and at a later stage understand and evaluate these needs in order to make its employees perceive their job as a part of their personal life and not as a routine obligation.
- HR functions provides significant support and advice to line management.
- HRM is very important in organization. There are many issues that arise in the organizations which need to resolve and HR managers are the person who resolve these problems.
- HRM is very crucial for the whole function of an organization because it assists the organization to create lay at employees who are ready to offer their best.
- The attraction, preservation, and development of high caliber people are a source of competitive advantage for the business and are the responsibility of HR.

Challenges of HRM :

- **Organizational Restructuring :**
According to Peter Drucker's book i.e. the New Realities is showing its colour and many big companies has reduced their number of management graders, layers and redrawing reporting lines within their organization e.g. Raymond Woollen Mills, ITC, Compton & Graves, Godrej & Boyce, RPG Enterprises etc. These changes are required during the time of acquisitions and mergers of the firm.

- **Corporate Culture :**
Corporate culture is a dramatic force behind every employer of choice. Unique to each organization , culture has many drivers such as the organization's leadership or the product or service produced. At the very least HR should be the

designated keeper of the corporate culture. At its best HR can be instrumental in creating or maintaining a culture that is truly great.

- **Strategic Privatization :**

The emerging new systems are both an opportunity as well as a challenge for the HR professional. However reviewing staffing needs and prioritizing the tasks to meet the changes in the market has become a challenge for the recruitment professionals.

- **Culture based motivation :**

Incentive programs for people to different cultures should present true incentives by offering valued rewards. In Germany title is motivational otherhand in Japan the nail that sticks up gets hammered. Therefore individual performance is valued less while efforts forward achieving group goals receive stronger reinforcement.

- **Strategic Business partner :**

HR's role as a strategic business partner come from both the company and HR's own initiative. HR in functioning better in the business world and becoming a key business partner is appropriate use of the right technology. Technology cum help HR access opportunities manage risks take action and communicate with employees.

- **Change Management :**

This is one of the major challenge of HR department. The HR managers are facing the bringing change in organizational procedures and processes.

- **Leadership Development :**

Leadership is discussed on basis of traits and certain qualities but at an organizational level it is based on knowledge.

- **Compensation :**

Every organization has to deal with the issue of compensation and employee benefits because of slow economy and tightening corporate purse-strings.

- **Conflict management :**

Conflict arises in every organization. This arises when the viewpoint of employees at different from each other. HR managers should know how to handle employee-employer and employee-employee conflicts.

- **Managing Diversity :**

Its value is getting more important issue because of increase in the number of young workers as well as women joining the work-force, increase in the proportion of

ethnic minorities in the total workforce in create in mobility of work
careers and expatriates are becoming common.

- **Employee Engagement and Talent Retention :**

Employees are no longer committed to their companies
their dedication is towards their own professional growth
engagement means that HR has its eyes and ears chose to the
employee faces in the job.

- **Outsourcing HR Activities :**

Today the trends towards outsourcing have been causal
operational motives. Outsourcing has also been used to help red
ene

ethnic minorities in the total workforce in create in mobility of work force, international careers and expatriates are becoming common.

- **Employee Engagement and Talent Retention :**

Employees are no longer committed to their companies. In the organization, their dedication is towards their own professional growth and careers employee engagement means that HR has its eyes and ears chose to the ground realities that an employee faces in the job.

- **Outsourcing HR Activities :**

Today the trends towards outsourcing have been causal by several strategic and operational motives. Outsourcing has also been used to help reduce bureaucracy and to encourage a more responsive culture by introducing external market force into the organization through the bidding process. So, this is the major challenge before HR manager to prove that his/her department is as important as any other function in the organization.

Possible Solutions to Achieve the challenges :

The following are the best solutions to achieve the challenges.

- Training
- Motivation
- Human Resource Managers determine when it may train existing employers and when it must search for new workers to fill technical positions within the organization.
- Cross cultural training of HR personnel.
- Proper performance evaluation system and proper career development plans should be used in the organization.
- Shifting HR strategy with changing economy.

Conclusion :

With the help of the above information it is concluded that HR must create a flexible environment where top prospects seek to be employed. In short HR tries in all the ingredients for success and leverages technology to capitalize on economic and organizational change. In this way this has led to companies routinely using their innovative HR practices as their Unique selling Proposition (USP) to keep up with the times in the wake of a rapidly changing staff landscape.

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