

Definitions of Personnel Management

- ***Edwin Flippo:***

Concerned with procurement, development, compensation, integration and maintenance of personnel of organization for the purpose of contributing towards the accomplishments of the organizational objectives

- ***Paul Pigore & Charles Myres:***

Is the line responsibility & staff functions, assisting managers in providing advise, counsel, service and various types of controls to secure uniform administrations of personnel policies designed to achieve organization's objective.

Role and Objectives of Personnel Management

- Build – up Culture, Philosophy & Leadership Style. Approach, Openness & Participation.
- Deal with human relations at work.
- Understand and resolve Inter-Personal problems.
- Identify job hazards and evolve conducive working conditions.
- Design organization structure and personnel policies.
- Evolve compensation package.
- Plan Recruit, Retain, Separation of employee.
- Maintain co-ordial & productive industrial relations vis-à-vis public relations.

Role and Objectives of Personnel Management

- Appraisal, Needs Analysis – Training & Counseling.
- Develop & respect human being at work (process of HRD).
- Develop system of evaluation – reward – suggestion to improve production – productivity and gain employee commitment.
- Discipline, Welfare and Administration.
- Career and growth planning of employee.
- Ensure service to community, shareholders, customers, public and creditors creating best image to organizations.
- Handling of 3P's (People, Productivity & Profitability) is an art which decides survival and growth of company in competitive world.

The functions of personnel management may be classified into two categories:

- (A) Management Functions**
- (B) Operative Functions**

(i) Planning

✦ It involves deciding in advance what is to be done, where, how and by whom it is to be done

(ii) Organization

✦ it involves establishing an intentional structure of roles for people in an organization.

(iii) Directing

✦ It consist of all those activities which are concerned directly with guiding, influencing and supervising the subordinates in their jobs.

(iv) Controlling

✦ the measurement and correction of performance of activities of subordinates in order to make sure that enterprise objectives and plans devised to attain them are accomplished.

(i) Procurement

✦ obtains the proper kind and number of personnel necessary to accomplish necessary organization goals

(ii) Development

✦ implies the increase of skill, through training, that is necessary for proper job performance.

(iii) Compensation

✦ the adequate and equitable remuneration of personnel for their contributions to organization objectives



(iv) Integration

✧ an attempt to effect a reasonable reconciliation of individual and organisational interests.

(v) Maintenance

✧ refers to sustaining and improving the conditions that have been established.

Functions of Personnel Managers

Planning

Organising

Staffing

Directing

Controlling

Functions of Personnel Managers

Employment

Training and development

Compensation

**Employee relations &
services**

Difference Between HRM and PM - 1

S.No	Dimension	PM	HRM
1	Employment contract	Careful dimension of written contract	Aim to go beyond contract
2	Rules	Importance of devising clear rules	Impatience with rules
3	Guide to management action	Procedures	Business need
4	Behaviour referent	Norms/ customs & practices	Values/mission
5	Managerial task vis-à-vis labour	Monitoring	Nurturing
6	Key relations	Labour	Customer
7	Initiatives	Piecemeal	Integrated
8	Speed of decision	Slow	Fast

Difference Between HRM and PM - 2

S.No	Dimension	PM	HRM
9	Management role	Transactional	Transformational
10	Communication	Indirect	Direct
11	Management skill	Negotiation	Facilitation
12	Selection	Separate	Integrated
13	Pay	Job evaluation	Performance related
14	Conditions	Separately negotiated	Harmonisation
15	Labour management	Collective bargaining contracts	Individual contracts
16	Job categories and grades	Many	Few
17	Job design	Division of labour	Team work

Difference Between HRM and PM - 3

S.No	Dimension	PM	HRM
18	Conflict handling	Temporary	Climate & culture
19	Training & Development	Controlled courses	Learning Organization
20	Focus for attention for interventions	Personnel procedures	Cultural & structural strategies
21	Respect for employees	Labour – a tool – expendable & replaceable	People are assets & to be used for benefit of organization
22	Shared interests	Organization interest is uppermost	Mutuality of interests
23	Evolution	Precedes HRM	Latest