

## BUSINESS ADMINISTRATION TY BCOM

### PAPER II HUMAN RESOURCE MANAGEMENT AND MARKETING

#### Human Resource Management

**Definition-** It is a process consisting of four functions that is acquisition development motivation and maintenance of human resource.

मनुष्यबळ हे अशी प्रक्रिया आहे कि ज्या मध्ये मनुष्यबळ पुरवठा करणे प्रेरित करणे राखून ठेवणे व त्यांचा विकास करणे

Human resource management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration ,maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished.

मनुष्यबळाचे नियोजन संघटन दिशादर्शन नियंत्रण विकास व संस्थेचे उद्देश सफल करणे

Human Resource Management is defined as the phase of management which deals with effective control and use of manpower as distinguished from other source of power.

#### Personnel Management

It is planning organizing and controlling of the procurement development compensation integration and maintenance of for contribution in organizational goals.

It is concerned with people at the work place and the interaction and relations with each other.

## OBJECTIVES IMPORTANCE AND FUNCTIONS OF HUMAN RESOURCE MANAGEMENT

मनुष्य बळ व्यवस्थाप्रची कार्ये महत्व व उद्देश

कार्ये	महत्व	उद्देश
चांगल्या मनुष्य बळाची तरतूद	योग्य व्यक्ती योग्य जागी	स्रोतांचा नीटवापर
भविष्य काळातील मनुष्य बाळाची तरतूद	मनुष्यबळ पुरवणे	उत्तम औद्योगिक संबंध निर्माण करणे
कार्य विश्लेषण	मनुष्यबळ संस्थेत टिकून ठेवणे	कर्मचारी धैर्य वाढवणे
प्रशिक्षण व विकास	उत्तम औद्योगिक संबंध निर्माण करणे	प्रशिक्षण व विकास साधणे
चांगला मनुष्यबळ संस्थेत टिकून ठेवणे	कार्य प्रवाह राखणे	कारकीर्द नियोजांची व विकासाचीसंधी नियोजन
भारती प्रक्रिया राबवणे	साधनांची व स्रोतांचा नीटवापर	चांगला मनुष्यबळ आकर्षित करणे

OBJECTIVES	FUNCTIONS	IMPORTANCE
Effective utilization of resources	Provision of talented persons	Right person at right job
Good industrial relations	Forecasting of human resource	Supply of human resource
Maintain high morale	Job description and analysis	Retention
Facilitate training and education	Training and development	Good relations
Fair opportunities of career growth	Employee retentions	Continuous flow of work
Attract talented work force	Recruitment	Proper utilization of resources
Retention of employees	Performance Appraisal	Reduction on cost
Timely availability of employees	Personnel career planning	
Fair remuneration	Organizational development	

### Human Resource Development      मनुष्यबळ विकास

Meaning - It is a process of developing skills competencies knowledge and attitude of people of organization. It is crucial part of human resource management which is more concerned with training and development career planning development and overall organizational development.

मनुष्यविकास ही अशी प्रक्रिया आहे कि ज्यात संघटनेतील मनुष्यविकास करणे त्यांचात कौशल्य निर्माण करणे त्यांना कार्यात तरबेज करणे हुशार करणे अपेक्षित आहे.

### मनुष्यविकास महत्व

हुशार मनुष्यविकास निर्माण करणे	कारकीर्द विकास
कामाची संधी निर्माण करणे	प्रशिक्षण व विकास
कार्य समाधान	बदलांचे व्यवस्थापन
एकूण संस्थेचा विकास	

### IMPORTANCE OF HUMAN RESOURCE DEVELOPMENT

Competent Human resource	Career Development
Job opportunity	Training and Development
Job Satisfaction	Change Management
Employment Commitment	Overall organizational Development
Maximum utilization of resources	Achievement of Efficiency

**Personnel Department-** It is concerned with planning organizing directing and controlling the employees to attend the goals .It is management of employees who are employed in organization. The organization of this department may be line origination staff organization and functional organization.

### Role /Importance or functions

### भूमिका अथवा महत्व

1)	Maintenance of record of employees	कर्मचाऱ्यांचे कागद पत्र राखून ठेवणे
2)	Controlling and directing of employees	कर्मचाऱ्यांचे नियंत्रण व दिशा दर्शन
3)	Planning of work	कामकाजाचे नियोजन
4)	Remuneration and benefits	कर्मचारी वेतन व फायदे
5)	Transfers recruitment and promotion policies	बदली भरती बढती धोरण

- 6) Rewards and Punishments बक्षीस व दंड
- 7) Legal provisions and compliances कायदेशीर तरतुदी व पूर्तता
- 8) Problems of workers and solutions कर्मचाऱ्यांचे प्रश्न व उपाय

### **HUMAN REASOURCE PLANNING मनुष्य बाळाचे नियोजन**

It is an integrated approach for performing the activities and program schedules of employees of the organization to achieve the goals.

संघटनेचे उद्देश सफल करण्यासाठी कर्मचाऱ्यांचे विविध कार्यक्रम उपक्रम ठरून ते राबवणे याला मनुष्यबळ नियोजन म्हणतात

It is the process of forecasting, developing, motivation, controlling, directing coordinating and communicating the employees of the organization to achieve the goals. या प्रक्रियात भविष्यकाळातील लागणाऱ्या एकूण कर्मचाऱ्यांचा अंदाज गेटला जातो तसेच त्यांचे नियोजन नियंत्रण समन्वय संप्रेरण व दिशा दर्शन केले जाते.

It is deciding the number and type of human resource required to each job unit of organization to carry out organizational; activities.

### **OBJECTIVE SCOPE ADVANTAGES DETERMING FACTORS OF HR PLANNING**

मनुष्य नियोजनाचे घटक

SCOPE व्याप्ती	OBJECTIVES उद्देश	ADVANTAGES फायदे	DETERMING FACTORS आवश्यक घटक
Evaluation of future manpower भविष्यकाळातील लागणाऱ्या मनुष्यबळाचा अंदाज	Determiningin advance required human resource. भविष्यकाळातील लागणाऱ्या मनुष्यबळाचा अंदाज ठरवणे	No shortage of personnel department कर्मचाऱ्यांची कमतरता जाणवत नाही	Organization future plan संघटनेच्या भविष्य कालीन योजना

Development of manpower कर्मचारी विकास	Making availability of manpower मनुष्यबळ उपलब्ध करून देणे	Systematic forecasting भविष्यकाळातील लागणाऱ्या मनुष्यबळाचा उत्तम अंदाज	Period required कालावधी
Varioustypes of persons required विविध प्रकारचं कर्मचाऱ्यांची आवश्यकता	Cost control खर्च नियंत्रण	Proper selection योग्य निवड	Technology change तंत्रज्ञानातील बदल
Identification of need मनुष्यबळाची गरज ओळखणे	Efficiency कार्यक्षमता वाढवणे	Training and development प्रशिक्षण व विकास	Labor Market श्रम बाजार
	Right person at right Job योग्य माणसाची निवड	Performance appraisal कामगिरीचे मुल्यांकन	Outsource policy बाह्य कामकाज धोरण
	Change Management बदलांचे व्यवस्थापन	Control of labor cost वर्तन खर्च नियंत्रणात ठेवणे	Amalgamation or merger एकत्रिकरण
	Development of human resource मनुष्यबळाचा विकास	Better productivity चांगली उत्पादकता	
	Attainment of goals of organization संस्थेचे उद्देश पूर्ण करणे	Career development कारकीर्द विकास	

**Job analysis** – It is a process through which one decides upon the duties and responsibilities of the job its qualification and abilities required.

कार्य विश्लेषणात कार्याची जबाबदारी करायची कामे तसेच त्यास लागणारे कौशल्य व अहर्ता याचा विचार केला जातो

It is the analysis of studying and collecting information relating to the operations and responsibilities of specific job.

It is accurate study of various components required for the job. It includes individual qualities and qualifications required for specific job.

### STEPS OF JOB ANALYSIS कार्य विश्लेषणाचे टप्पे

↓	Identification of Job Analysis purpose कार्य विश्लेषणाची गरज
	Identification of person who will do the job कामकाज कोण करणार

Job analysis process प्रक्रिया
Strategic decision making डावपेचात्मक निर्णय प्रक्रिया
Training of job analyst विश्लेषण करणाऱ्या व्यक्तीस प्रशिक्षण
Data collection माहिती गोळा करणे
Documentation Verification and Review दस्तऐवज मिळवणे व निरीक्षण करणे
Developing Job description and Specification कामाचे स्वरूप व विशेषीकरण करणे

Recruitment and Training भारती व प्रशिक्षण

**Concept of Recruitment-** It is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.

It is a process to discover the sources of manpower to meet the requirements of the staffing schedule and employ effective measures for attracting the manpower in adequate numbers

या प्रक्रियेत मनुष्यबळ उपलब्ध करून घेणे तो आकर्षित करणे तो कोणकोणत्या स्रोतातून उपलब्ध करून देणे याचा निर्णय घेतला जातो.

**Objectives of recruitment** भरतीचे उद्देश

Attract candidates having desire qualities and qualifications पात्रता असलेले मनुष्यबळ शोधणे

To recruit a man power in minimum cost मनुष्यबळ कमीतकमी खर्चात उपलब्ध करून देणे

Retention policy मनुष्यबळ टिकवण्याचे धोरण

Filling vacancy without delay रिक्त जागा तातडीने भरणे

Maximum productivity अधिक उत्पादन क्षमता

Promotion transfer and retirement policies बदली व बढती चे धोरण

Searching effective recruitment technique उत्तम भरतीचे तंत्र विकसित करणे

**SOURCES OF RECRUITMENT** भरतीचे स्रोत

<b>Internal Sources</b> अंतर्गत स्रोत	<b>External Sources</b> बाह्य स्रोत
Promotion बढती	Advertisement जाहिरात
Transfer बदली	Placement Agencies भरती करणाऱ्या खाजगी संस्था
Notice board advertisement फलकावरील जाहिरात	Educational Agencies शैक्षणिक संस्था
Employee recommendations कर्मचार्यांकडून शिफारस	Labor unions कर्मचारी संघटना
Relatives and friends नाते अथवा मित्र परिवार	Job fair रोजगार मेळावा
	Website sources सांकेतिक स्थळ

<b>INTERNAL SOURCES</b> अंतर्गत स्रोत मर्यादा	
<b>Advantages</b>	<b>Disadvantages</b>
Time saving वेळेची बचत	Limited Scope मर्यादित व्याप्ती
Cost effective किमतीची बचत	Bias attitude पूर्वग्रह दृष्टीकोन
Easy source सोपा पर्याय	
Quick recruitment लगेच भरती	
Good relations उत्तम संबंध	
Future planning पुढील नियोजन	
Information about swot analysis	

<b>EXTERNAL SOURCES</b> बाह्य स्रोत फायदे मर्यादा	
<b>Advantages</b>	<b>Disadvantages</b>
New talent नवीन हुशार व्यक्ती मिळवता येते	Time consuming वेळखाऊ प्रक्रिया
Large scope मोठी व्याप्ती	Expensive खर्चिक
Chances to appoint trained employees प्रशिक्षित व्यक्तींची निवड	Now comer not familiar with organization नवीन कामाच्यांचे प्रश्न
Non bias पूर्वग्रह दृष्टीकोनाला फाटा	
Fair competition योग्य स्पर्धा	

### Types of interview मुलाखतीचे प्रकार

Structured interview संघटीत अथवा रचलेली मुलाखत	Unstructured असंघटीत मुलाखत
Personal, वैयक्तिक Presentation सदरीकरण	Group Interview समूहा मुलाखत
Informal	Formal
Panel Interview समूहा समोर	Stress Interview तणाव मुलाखत
Exit interview	Depth interview

Performance Appraisal- It is the process of evaluation of an employee's performance of a job in term of its requirement.

कामगिरीचे मुल्यांकन – गरेजे प्रमाणे कर्मचार्यांने कामगिरी केली किंवा नाही तसेच त्याच्या कामगिरीचे मुल्यापापन करणे

It is process of measuring the actual performance achieved I given period to compare or to reward or check.

It shows employees strength and weakness. It is formal procedure of evacuation. It is judging the ability of person. It is fair analysis of work performed by employees in organization.

### OBJECTIVES OF PERFROMANCE APPRAISAL कामगिरीचे मुल्मापानाचे उद्देश

To identify training need प्रशिक्षणाची गरज शोधणे

To determine wages and pay package वेतन भत्ते ठरवणे

To suggest for improvement सुधारणेसाठी सूचना करणे

Decision making निर्णय प्रक्रिया राबवणे

Policy formation धोरण ठरवणे

Premature retirement promotions मुदतपूर्व निवृत्ती अथवा सक्तीची निवृत्ती

Fines and punishments दंड व शिक्षा

Rewards and recognition बक्षीस अथवा मान्यता

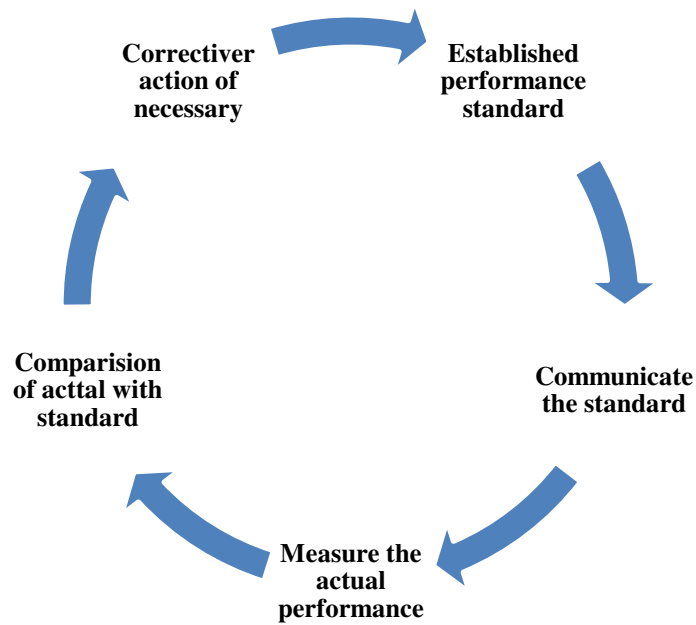
Promotion policy बढतीचेधोरण ठरवणे

### Importance of performance appraisal कामगिरीचे मुल्मापानाचे महत्व

- Help to individual employee to progress वैयक्तिक प्रगती
- It is use full for periodical comparison तुलना
- It shows appropriateness recruitment and selection policy निवड
- It is beneficial for pay packages वेतन भत्ते
- It is helpful for promotion बढती
- It determines evaluation criteria in advance so employee can concentrate.
- It help to search talent among employees
- It help to search problems in performance of job. कामकाजातील प्रश्न



## PERFORMANCE APPRAISAL PROCESS



## TECHNIQUES OR METHODS OF PERFORMANCE APPRAISAL

RATING METHOD

CHECK LIST METHOD

FORCED CHOICE METHOD

CRITICAL INCIDENTS METHOD

BEHAVIOURAL ANCHORED RATING METHOD FIELD REVIEW METHOD

PERFORMANCE TEST AND OBSERVATION

RANKING METHODS

ESSAY METHOD

## Factors to be considered for sound performance appraisal system

कामगिरीचे मुल्मापानाचे महत्वाचे घटक

Reliability विश्वसार्थ

Validity योग्यता

Standardized प्रमाण

Acceptance to system स्वीकार करणे

Feasibility

Cost effectiveness पैश्याची बचत

Legal norms क्यादेशीर तरतुदी

Flexibility and reviews लवचिक

Limitations of performance appraisal कामगिरीचे मुल्मापानाच्या मर्यादा

Non acceptance स्वीकार न करणे

Biased attitude पूर्वग्रह दृष्टीकोन

Spoil relationship सामाजिक संबंध खराब होणे Based on training प्रशिक्षण आधारित

Limitations of infrastructure

No single or uniform policy

Difficult to calculate accurately in certain technical jobs

**FOR PRIVATE CIRCULATION- REFERENCES VARIOUS TEXTBOOKS**

**COMPLIED BY DR. SUNIL JOSHI FOR BMC STUDENTS**