**NAME: ESTHER ALEX MHAGAMA**

**STUDENT ID:** **UB64141BBU73198**

**PROGRAM: BACHELOR OF BUSINESS MANAGEMENT**

COURSE NAME

**(HUMAN RESORCE MANAGEMENT)**

ATLANTIC INTERNATIONAL UNIVERSITY

**JANUARY/2021**

Table of Contents

[1: INTRODUCTION 3](#_Toc62035431)

[2:HUMAN RESOURCE&BUSINESS STRATERGY 4](#_Toc62035432)

[2.1:Trends affecting HR and Business strategy 5](#_Toc62035433)

[3:HUMAN RESOURCE PLANNING (HRP) 6](#_Toc62035434)

[3.1:Components of Human Resource Planning 6](#_Toc62035435)

[3.1.1:Steps in Human Resource Planning 7](#_Toc62035436)

[4:HUMAN RESOURCE MANAGEMENT-TRAINING AND DEVELOPMENT 8](#_Toc62035437)

[4.1: Process for a successful training 9](#_Toc62035438)

[5:HUMAN RESOURCE TALENT MANAGEMENT 10](#_Toc62035439)

[6:HUMAN RESOURCE PERFORMNACE MANAGEMNET 10](#_Toc62035440)

[6.1: Performance management strategies 11](#_Toc62035441)

[7:HUMAN RESOURCE EMPLOYEE ENGAGEMNET 12](#_Toc62035442)

[8:HUMAN RESOURCE EMPLOYEE PERFORMANCE 12](#_Toc62035443)

[8.1: Performance evaluation system 13](#_Toc62035444)

[9:HUMAN RESOURCE COMPENSATION MANAGEMENT 13](#_Toc62035445)

[9.1: Types of compensation 13](#_Toc62035446)

[10:HUMAN RESOURCE ORGANAISATIONAL CULTURE 14](#_Toc62035447)

[10.1: Types of organizational culture 14](#_Toc62035448)

[10.2: Seven Characteristics of organizations culture 14](#_Toc62035449)

[11:CONCLUSION 15](#_Toc62035450)

[12: BIBLIOGRAPHIC REFERENCES 16](#_Toc62035451)

# 1: INTRODUCTION

 Human resource management (HRM) in simple words is the process of recruiting, selecting, providing proper orientation and induction, imparting proper training and development skills to the employees so as to achieve the intended set goals of an organization. Human resource management as course shows the relationship between the employees and the growth of an organization. There has been an argument amongst scholars that human resource management is a replacement of personnel management. Various scholars have argued on the matter, some shoeing that they do agree and some looked at a human resource as something new than personnel management. In 1987 Armstrong sees human resource management as “old wine in a new bottle”; while Guest in 1987 argued that human resource management it’s not a replacement of personnel management. Storey in 1995 defines human resource management as” a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a high committed and capable workforce using the integrated array of cultural structural and personnel techniques.”

 Human resource management has a number of roles and purposes that makes it valuable and vital course and sector in an organization and in the business world as a whole. Accomplishes coordination of human capital to achieve specific business objectives through the use of people. Process and technology that focus on the internal parts of the organization rather than that of the external environment. Human resource helps aligning human resources and business goals. It also helps reengineering organizational process, listening and responding to employees to maintain high job satisfaction levels as well to increase production in the process because when people are satisfied they become more efficient. Human resource management also helps in understanding and integrating labor laws and ethics. Working within the labor laws helps to create a harmonious situation amongst the people (human capital).

 Human resource management has a number of features which can be used to characterize it but also the se can also be said or looked up to be the things that can be used to differentiate human resource management from other business fields in an organization and the4 business world as a whole.

* Persuasive in nature- human resource management is all about influencing people, to utilize the skills of the human capital to the advantage of the organization.
* Helps the company to achieve its goal in the future by facilitating work from competent and well-motivated employees
* Helps employees to develop and groom their various potentials
* It approaches to build and maintain cordial relationship among people working in the organization

# 2:HUMAN RESOURCE&BUSINESS STRATERGY

 Human resource management is a vital sector in any organization and in the business world. Most of the companies, with assumption that the level of technology is constant need the human capital to grow and become effective. Organizations like that of engineering need most and rely more on the human capital. Telecommunication industries, engineering, need human capital personnel’s in order to become effective. Hence to is important for the human resource management to align together with the business strategy so as to become more effective. Personnel’s of the respective departments are ought to be made aware of the business strategies so as they can work together

 The morden humanrespurce management demand s for an alignment between the established human resource management governing policies and the business strategy and goals. there is no line of demarcation drawn between human resources strategy and business strategy. A successful business owner understands that the needs for integrating the two. So as to meet at a mutual point and at the end fulfill the goal set. Because at the end of the day all these is for the growth and increase of efficiency and production, in any organasisation the main goal s usually to solve the problems and maximize profit.

 The human resource is liable for selection and recruitment of other members, with that being the case, once the HR can crested a conducive environment and recruited enough personnel’s who are satisfied with their working conditions, i.e., there are no many uncomfortable e situations the automatically that turns into a work force which will enable enable increase in production. Hence it is vital and very important for the human resource to align with the business strategy.

Example: HO limited is a food processing industry. It has machines, well equipped in the technological aspect. But as food processing industry they will need people who will be distributers until thee goods reach the final consumer. For that matter the HR is to recruit enough to meet the needs and the demand of their customers. If the HR doesn’t look after their people in return many will resign and they will not be able to reach the population target accordingly. But if the HR considers their interests and makes policies aligning with the strategy, automatically production will increase and the target goal will be met.

## 2.1:Trends affecting HR and Business strategy

 The changes in the HR policies and business strategies don’t just happen out of the blues. Over the time there have been a number of factors that have been influencing the HR and Business strategies. Technology among other things has been a major catalyst of change. Below is a breakdown of some of the major issues / factors affecting the trend of HR and Business strategy (not in order of preference )

* Changes in talent searching- increase in global economy gives most of the companies a hard time in hiring top talents due to the increase competition of jobs in the market world. The norm of employment is shifting from full time to part time,increase in hiring remote workers, workers on a flexible hours and consultant. This changes the way in which HR recruits its people.
* Compliance and regulations- labor laws and those of equal opportunities, information privacy are constantly changing, and keeping up with the change is often times expensive as well as time consuming. Hence most employers in this case tent to choose technological solutions to minimize cost, allowing and creating space for HR to deal and focus on other aspects
* Data and analytics- organizations mostly aim in maximization of profits, with that bung the case organizations take a more strategic view of HRM ,data analysis which can help view measure and illustrate the return on investment in this area and can also provide insights into organizational designs
* Changing demographics- in some countries for example America, the population is aging and living longer with that being said there becomes a larger number of elderly people in the seats as workforce

# 3:HUMAN RESOURCE PLANNING (HRP)

Human Resource Planning (HRP) is the process of looking into the requirement of human resources in an organization. It involves analyzing and knowing when is the right time to hire, looks into gaps and decides on how to recruit, selection criteria and the likes. The objective is also to determine how the existing human resources fit in their jobs. Thus, it places its focus on the basic economics concept of demand and supply forces in the context of the human resource capacity of an organization.

## 3.1:Components of Human Resource Planning

The following are the components of HRP:

* Current HR Supply- Here the HR manager through the respective department conducts a comprehensive study of human resource strength in the organization with respect to the competencies ,qualifications, talents, numbers, skills, experiences, performance ratings tenures, age, designations, etc.in this point the consultants may organize interviews with the managers to understand the major HR issues they face with workforce abilities in various business processes.
* Future HR Demand- HR variables in this case like lay offs, attritions, foreseeable promotion, retirements, vacancies, pre-set transfers. are considered and their effects ,while selecting future HR demand is projected by the gap that is seen due to increase or decrease of various factors and the vibrant of them all; being technology. Further, specific unknown workforce temporaries like competitive factors, resignations, abrupt transfers or dismissals are also involved in the scope of analysis.
* Demand Forecast- It is important to understand the objectives and business strategy of the organization in the long run so that the workforce demand forecast is aligned to the organizational goals. The alignment in the work force demand with the business strategy will bring about not only increase in efficiency but also maximization of profit.

### 3.1.1:Steps in Human Resource Planning

1. Analysis of organizational plans and objectives- human resource planning as part of the overall part of the organizations begins from the analysis of the overall plan of the organization into departmental, sectional and sub sectional plans . functional plans to mention few. The break down provides ground for assessing the human resource requirements for each department and activity. Apart from that the objectives are also discussed so as to make sure there is an alignment between the goals set and the labor recruited. If the objective will be speedy growth the HR will need to recruit more workforce which will increase efficiency
2. Analyzing of human resource planning objectives- Human resource planning is a part of the corporate planning and that being the case the issues are fixed the light of the corporate objectives. The Human resource department is obligated to specify recruiting and acquisition policy , clarify the selection criteria. It is also to decide on either continuation of routine jobs or abolishing of some and entering or starting new ones which will be in alignment with the demand of the business. The objectives and decisions are to integrate to all functional areas of the organization .
3. Forecasting for Human resource requirement- The appropriate forecasting for required human resources for the organization becomes simple if the design and structure of the jobs analyzed are done thoroughly considering factors like the skills, potentialities and knowledge. It should not be taken for granted that the design and structure of the existing jobs are perfect and can’t be changed. Development in technology and use of computers , robotics, and Artificial intelligence in manufacturing process has changed the design of jobs altogether. In modem times welding and other related jobs are done by robots. ) Expansion of the enterprise, Mergers and acquisitions, Retirement, death, resignation and terminations are among the few factors dominating the forecast for human resources.
4. Assessment of supply of Human Resources- assessment of supply of human resources for the organization is to be done begining with the current human resource inventory of the organization. It is also known as auditing of human resource to be undertaken by the all departments of the organization where complete information regarding skills, qualifications, abilities, capacity for hard work is available.
5. Matching demand and supply- to assess the demand for and supply of human resources and match both to know shortages and surpluses on both the side in number and in kind. This will enable the human resource department to know over or understaffing. In case of shortages of human resources to meet certain jobs in the organization and are not available in the labor market then under such circumstances it is advisable to change the objectives of the organization.

# 4:HUMAN RESOURCE MANAGEMENT-TRAINING AND DEVELOPMENT

 Training may be described as an endeavor aimed to improve or develop additional or a plus in an individual competency or skills on the job one currently holds in order to increase the performance or productivity , training an employee not only increases competency or skills but it also adds value to an employee which will enable to increase efficiency and production in the organization. Training is important for the growth of an organization because it helps the company through its human resource to be knowledgeable and catch up with time and factors like technology.

 Development implies opportunities created to help employees grow. It is more of long term or futuristic in nature as opposed to training, which focus on the current job. It also is not limited to the job avenues in the current organization but may focus on other development aspects also. Development provides room for increase of knowledge on other spheres even those which are far from what an employee is currently pursuing.

## 4.1: Process for a successful training

For a training to be considered successful, the ultimate measure is the end result which is quantified on the increase or the change in production and efficiency at individual level and cooperate level as a whole. Below is the process for initiating a successful training:

* Assess- Assessing training needs and the resources available to meet those needs forms the first step in developing and delivering effective training. Strategies and methods in this section address factors related to learners and their organizations, trainers and facilitators, and the environment that may impact training efforts.
* Motivate- Motivation to participate in training is key to the success of training efforts. Motivation is not limited to the learners who attend training. Trainers must also be motivated to deliver high-quality training, and learners’ supervisors must be motivated to support the learners in their training activities. Strategies and methods in this section address motivating these three groups to engage in training.
* Design- Well-designed training is planned, appropriate to the target audience, and able to be delivered within the resources available. Strategies and methods in this section address planning for training, developing the materials used in providing training, and crafting a strategy for evaluating training.
* Deliver- ​The preparation for training described in the sections on assessment, motivation, and design culminates in the delivery of training. Strategies and methods in this section address interacting with learners effectively to increase the likelihood that the knowledge and skills gained through training will be retained and applied.
* Evaluate- Evaluation considers the success of training and is necessary for identifying elements of training processes and training programs that were beneficial and areas for improvement. The most effective evaluation is not initiated following the end of a training session, but rather occurs throughout the training process. A plan for evaluation should be built into the plan for training from the beginning, and the results of evaluation should be communicated in order to inform future efforts

# 5:HUMAN RESOURCE TALENT MANAGEMENT

 Talent management indicates the skills of attracting highly skilled workers, integrating, improving and retaining current workers to meet the current and future business objectives. Talent management is basically concerned with collaborating, coordinating and managing the different talents people have to offer within a company. This is done by examining each individual on the basis of their skills, talent, personality and character in relation to filling a particular place within the company. Every individual has different skills to offer and the difficult part for a company is choosing those individuals who fit in with the existing company culture.

# 6:HUMAN RESOURCE PERFORMNACE MANAGEMNET

 Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. The process of performance management starts a month or two before the appraisal cycle ends. The appraisal cycle can be half-annual or annually depending upon the policies of the organization. Further, the appraisal cycle can be based on the calendar year or the financial year.

There are different rounds to the appraisal process.

* In the first round, the people who participate in an employee’s appraisal are the employee and his or her manager. In this round, the manager gives a frank assessment of the employee’s performance after giving a chance to the employee to self-assess.
* The second round consists of the manager and the manager’s manager. This round is mostly about deciding the band in which the employee falls post the rating and in comparison with his or her peers. This process of rationalizing the employee’s performance with others is called “normalization”. In some organizations, this takes place in the third round where the HR manager is involved as well. In any case, the ratings cannot be decided without the HR manager’s assent to the same. Once these rounds are over, the bonus level or the salary hike are decided.

## 6.1: Performance management strategies

There are 6 strategies for performance management

1. Define and Communicate Company Goals and Performance Objectives- employees cannot meet performance expectations if the respective goals are not clearly outlined. This is the first step toward effective performance management. Sometimes employers are not as clear as they could or should be when outlining their goals or company objectives, and often, employees cannot come forward to ask follow-up questions when they are confused or unclear about something.
2. Utilization of Performance Management Software-. Performance management software facilitates performance management strategies, making it imperative that to either begin using one or at least begin looking to upgrade. A good and effective performance management software system is one that both offers traditional reviews and 360s, is employee-friendly, has an easy to use dashboard interface, that allows quick and actionable reporting and, of course, catalyzes employee development
3. Frequent Performance Feedback- While communicating company and individual goals it is essential for any business to provide feedback. communication alone is not going to get an organization to the required destination or goal. managers will also need to check in with teams and employees periodically not only to gauge progress but also to provide feedback.
4. Peer Reviews- it is a very effective tool of performance management, also known as 360-degree reviews. This feature can be found on most performance management software programs. Peer reviews are useful because they allow coworkers to praise each other and highlight positive aspects of their performance, as well as point out where improvements can be made.
5. Preemptive Management and Recognition- this is like a results guarantor in any organization , the implementation of rewards and practice of preemptive management. This simply means that your employees always know what is expected of them so there is never any uncertainties or need for consequences in the workplace.
6. Set Regular Meetings to Discuss Outcomes and Results- Also known as progress reports or progress meetings, it is important to set aside time to meet with your team and seeing how things are going with the set goals and objectives. These meetings can be held weekly, monthly, or as often it can be held. Ensuring that the team knows that attendance is mandatory. This makes the progress feedback more accurate and allows you to make plans for moving forward when holding these meeting. it is important to have a clear idea of what you want to cover. Some objectives should include:
	* + Following Up on Peer Reviews
		+ Discussing Praises and Areas that Need Work with the Team
		+ Recognizing Those Team Members Actively Meeting their Goals and Objectives with Rewards or Incentives
		+ Discussing Plans for The Next Phase of Projects
		+ Discussing Company Data: Revenue, Customer Involvement, Marketing and Campaign Success

# 7:HUMAN RESOURCE EMPLOYEE ENGAGEMNET

Employee engagement in HR also helps to ensure that each and every employee is fully committed to the company's mission, goals, and values and that they remain encouraged and inspired to contribute the overall success of the business. HR has to ensure employees have the right skills, tools and environment to perform their jobs to the best of their ability. And needs to keep developing employees so that engagement is maintained in all aspects. Engaging employees to know what is expected of them. Employee engagement is an important HR variable for the majority of organizations. It enables organization to deliver a superior performance and to gain a competitive advantage. Engagement takes committed and motivated employees to the next level.

# 8:HUMAN RESOURCE EMPLOYEE PERFORMANCE

Performance Evaluation is defined as a formal and productive procedure to measure an employee's work and results based on their job responsibilities. Performance evaluation also plays a direct role in providing periodic feedback to employees, such that they are more self-aware in terms of their performance metrics. The purposes of the annual performance evaluation process is to promote communication and provide useful feedback about job performance, to facilitate better working relationships, to provide an historical record of performance and to contribute to professional development.

## 8.1: Performance evaluation system

A performance evaluation system is a systematic way to examine how well an employee is performing in his or her job. the word systematic is to mean the performance evaluation process should be a planned system that allows feedback to be given in a formal way. Performance evaluations can also be called performance appraisals, performance assessments, or employee appraisals.

# 9:HUMAN RESOURCE COMPENSATION MANAGEMENT

Compensation refers to the remuneration that an employee receives in return for his or her services to an organization. Compensation management is a fundamental and integral part of the human resource management to help in motivating the employees and improving organizational effectiveness. Businesses are legally responsible for compensating worker s for their labor of course but you are also responsible for explaining compensation to candidates and employees. The compensation rates usually differ depending on the labor law of the respective country or policies of the organization itself.

## 9.1: Types of compensation

There are majorly grouped into 3 groups namely; direct, indirect and non-financial compensation.

1. Direct compensation – it is financial in nature, it includes money paid to employees such as hourly wages, salaries, bonuses and commissions. Wages and salary fall under base pay category where as bonuses and commission fall under the category of variable pay.
2. Indirect compensation- is also monetary in nature i.e. it is financial value but it is not direct pay in cash. It includes the employer sponsored health insurance, employer contribution to retirement plan of an employee. Profit sharing and stock options also enter under indirect compensations. Tuition assistance, company paid gym membership to mention a few
3. Non-monetary compensation- this type of compensation is not monetary in nature. It includes time offs, flexible hours, recognition and awards, some fringe benefits and other perks, coach and training opportunities. These things might not have a direct financial value to an employee but they do make a great impact on the overall attraction to the job opportunity

However in some organizations the line between indirect compensation and non-monetary compensation is very gray. Some companies say they are the same and some differentiate them.

# 10:HUMAN RESOURCE ORGANAISATIONAL CULTURE

Organizational culture is the collective behaviors attributes, values, actions., beliefs desires and prospects of the group of human beings working in a defined environment. It can also be defied as a shared mental assumption that guides behaviors in a workplace or organization. The HR has a major role in helping to ensure an organizations culture influences everything from productivity and morale to engagement and brand reputation

## 10.1: Types of organizational culture

According to Robert E. Quinn and Kim S. Cameron at the University of Michigan at Ann Arbor. There are four types of organizational culture:

1. Clan – it is family like oriented cultures with a mentoring and nurturing and doing things together
2. Adhocracy – dynamic and entrepreneurial oriented cultures with a focus on risk taking innovation and doing things first.
3. Market – results oriented culture with a focus on efficiency, stability an getting the job done
4. Hierarchy – structured and controlled with a focus on efficiency, stability and doing things right

## 10.2: Seven Characteristics of organizations culture

These characteristics were brought about by Richard Barret , when at world bank he created a model that based on Maslow’s hierarchy for evaluating the cultural health in the region of the world bank potential investments . His realization was that the development levels went beyond individual level but also of teams and organizations. Barrett’s model became reliably productive in the World Bank and then created the Barret value center to work with corporations around the world. Below are the characteristics as per the Barrett’s model:

1. Financial stability – healthy organizations have to focus on financial stability revenues, organizational growth. A client growing base and profit margins are among the important ingredients for success
2. Harmonious Relationships- organizations have to be able to develop a situation that will [provide room for the people to be able to communicate to one another so as to be able to subsides any type of tension or pressure that might rise in the process of interactions of the day to day activities.
3. High Performance- development is all about achievements and having the right systems, quality and best practices. Knowing what you do well and what’s not in your wheel house
4. Continuous renewal and learning – organizations must continuously adapt learn and grow, set goals and empower one another in the process of moving forward towards the designated goals
5. Building internal community – this goes beyond having harmonious relationships. It’s about a shared sense of purpose and value. It’s about intergrity on how we individuals collectively act.
6. Strategic partnership alliance – with a clear purpose and values set, one can align with other teams and organizations to make a larger difference partnership requires that both parties have skins win the game, have something at stake and are working together for a larger cause or mission
7. Service to humanity and the planet – social responsibilities, long term perspective, ethics, compassion, the difference you make in humanity and the planet will aid in one way or another the promotion of the organizations

# 11:CONCLUSION

 Human resource management significance impact is not only used in multimillion dollar corporations or of the likes but rather even at small scale as little as the a family unit the human resource techniques and knowledge can be used. Because at any point of life there is always the bigger person one reports to. Human resource as a subject involving man as a whole is essential in the sense that any point one is able to know and as well as apprehend various techniques for fulfillment of a certain goal. So the significance of human resource management can be widely seen in almost all levels of human life.

 But also, in spite of its great signifance, this is more of the many careers that in spite of the advancement of science and technology it will still be on top and remain essential in any organizations. Because inventions of artificial intelligence and robotics can replace other occupations, but we are yet to see a technology that will be able to choose who controls it and who runs it or who chooses who runs it. Technology is causing a turnaround in almost occupations and sectors in the business world but human resource management still so far remains a vital and important aspect of an organization that the technology will enable to enhance it work reducing them work load but not removing them out of the picture in the business world. So generally. Human resource management is not only vital but very useful and important t in the business world as a whole.

 However the study will enable the entire process in recruitment of staff on various organizations are set in. Human lab our is the ,most important aspect of the development of any organization. Despite the growth of technology which looks to outsmart and reduce human market labor, however some professionals remain vital and they knowledge from this curse will enable the process of recruitment of these personals so as to achieve outstanding results from the investments set in,

# 12: BIBLIOGRAPHIC REFERENCES

Anthonia, A. A, & Ometayo, O. A (2012). *Human Resource management: theory and practical*. Pumark Nigeria ltd.

Armstrong,M. (1998), *Managing People : A Practical Guide*; Kogan Page

Author Removed At Request Of Original Publisher. (2016, March 22). *11.1 Performance Evaluation Systems – Human Resource Management*. Press books. <https://open.lib.umn.edu/humanresourcemanagement/chapter/11-1-performance-evaluation-systems/>

Cushway,B.(1994) , *Human Resource Management*; Kogan Page

Goss, D. (1994), *Principle of Human Resource Management*; Routledge

 Kaufman, B. (2001). *Human resource and Industrial relations commonalities and differences*. Elsevier science Inc.

Morse, M. (2018, January 7). *6 Strategies for Effective Performance Management*. HR Daily Advisor. https://hrdailyadvisor.blr.com/2018/01/11/6-strategies-effective-performance-management/