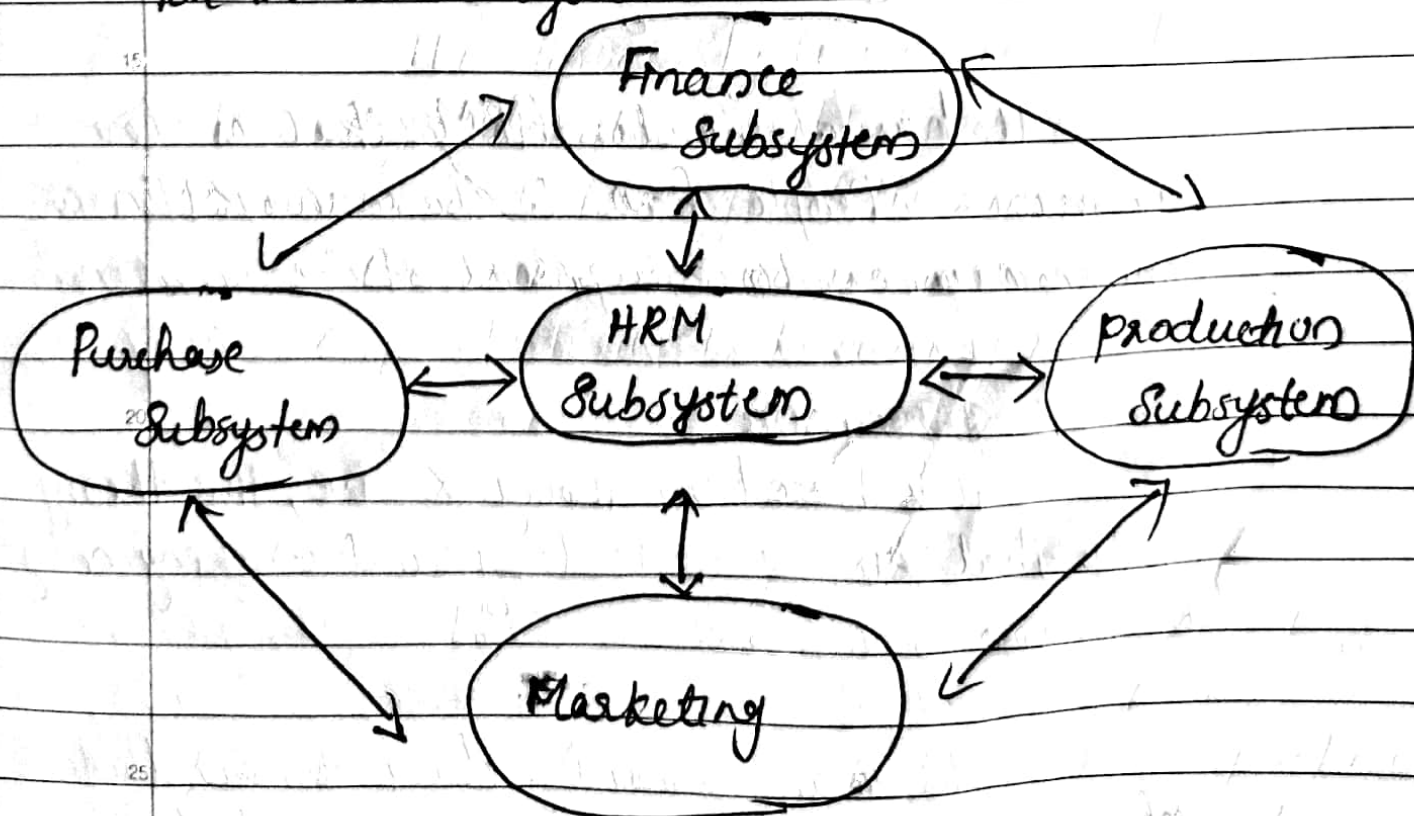


Approaches to HRM.

▶ System approach to HRM

A system is said to be a set of elements joined together for a common objective. A system is composed of small elements known as subsystems that are interdependent and interrelated.

HRM can be considered as the central subsystem of an organisation. This central subsystem is connected with other subsystems of the organisation through communication network. It is done to achieve overall efficiency for the whole system.



As a central subsystem, human resource management interacts closely & continuously with all other subsystems. The other subsystems are finance, material, technical & marketing. The quality of people in all subsystems depends largely upon the policies, programmes & practices of the human resource management subsystem. The quality of human resources determines in turn the success of an organisation.

Classical Approach (Michigan Model) - Hard HRM

The Michigan model is also known as the matching model or 'best fit' approach to human resource management.

It has a harder HRM that is less humanistic. People have to be managed in a similar manner to equipment & raw materials.

McGregor's Theory X

It is based on Theory X. i.e., this theory states that employees are lazy and working only for their own interest.

So the management's duty is to conduct changes & modifications in employee behaviour.

in order to achieve in order to achieve Company goals.

The Harvard Approach - [Soft HRM]

It is based on theory Y. It perceives employees as actual humans that are capable of emotions and feelings, and in need of proper motivation. The approach, unlike the previous one, does not view people as inherently lazy.

Personnel Management

The term personnel management was originated in USA. It is now used as a synonymous with other terms like 'labour welfare, labour management relation', 'Industrial relation', 'human relation', 'Industrial management and manpower management'.

We know that economics tell us, the production is Joint Effort of land, labour, capital & enterprise. Manpower is the most important factor among them. It even controls the application of other resources - without the productive efforts of human resources, other resources are worthless & unproductive.

Meaning & Definition

Personnel management is related with the management of manpower. The important task of personnel management is to help every employee to grow himself to the maximum.

According to French Wendell, "personnel management is the recruitment, selection, development, utilisation of an accommodation to human resources by organisations."

characteristics of personnel Management

1. Management of human resources

Many people with different positions and qualifications may be employed in an enterprise. The primary task of personnel management is to manage these work forces so as to get maximum benefit both to the organisation and employees.

2. Concerned with employees

It considers employees as individuals on the one hand and as a member of a group on the other.

3. Continuous nature

It is a continuous process. It is an activity that is to be continuously practised.

4. Formulation of personnel Policies.

It is concerned with formulation of personnel policies related with recruitment, Selection, training, Promotion, transfer, Job evaluation, working condition etc.

5. Goal oriented

The goals of the organisation can be achieved

only through personnel management

6. Creation of congenial atmosphere
personnel management creates a friendly environment

7. Ensures social economic & individual satisfaction
It ensures social, economic & individual satisfaction of employees at all levels