

Hrm in a dynamic environment assignment

[Business](#), [Management](#)



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STRATEGIES FOR HR TRANSFORMATION15 HR – Support to Strategic advantage15 It’s your data working for you: Analytics for global HR decisions17 References18 INTRODUCTION The world of work is rapidly changing. Even as little as a decade ago, the times were calmer than they are today. But that doesn’t mean that ten years ago one didn’t experience change. One the contrary, we were then, as we are today, in a slate of flux. It’s just- that today the changes appear to be happening more rapidly. As part of an organization then, HRM must be prepared to deal with the effects of the changing world of work.

For them, this means understanding the implications of globalization, work-force diversity, changing skill requirements, corporate downsizing, total quality management, reengineering, the contingent work force, decentralized work sites and employee involvement. Let’s look at how these changes are affecting HRM goals and practices. THE IMPORTANCE OF HUMAN RESOURCES MANAGEMENT IN MODERN DYNAMIC ORGANIZATIONS

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Researchers feel that successful organizations do not owe their success solely to market realities and sustainable competitive advantages.

Actually, there is a lot more. Successful companies are those that consider their human capital as their most important asset. Facts and figures are the quantitative elements of successful management, yet the qualitative, i. e. the cognitive aspects, are those that actually make or break an organization. Human Resources Management (HRM) is the strategic management of the employees, who individually and collectively contribute to the achievement of the strategic objectives of the organization.

Assuming that the employees of an organization are individuals with own mental maps and perceptions, own goals and own personalities and as such they cannot be perceived as a whole, HRM holds that the organization should be able to employ both individual and group psychology in order to commit employees to the achievement of organizational goals. Aiming to enable the organization to achieve its strategic goals by attracting, retaining and developing employees, HRM functions as the link between the organization and the employees.

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. To that end, HRM is very crucial for the whole function of an organization because it assists the organization to create loyal employees, who are ready to offer their best. The HRM activities in modern organizations are typically performed in communication with the General

Management in an effort to provide a variety of views when a decision must be taken.

In that way, decision making is not subject to the individual perceptions of the HR or the General Manager, but it becomes the outcome of strategic consensus. The main responsibilities of HRM are: • Retaining low employee turnover rate by inspiring people to work for the company. • Attracting new employees. • Contributing to employee development. To achieve these goals, Human Resources Management trains and motivates the employees by communicating ethical policies and socially responsible behaviour to them.

In doing so, it plays a significant role in clarifying the organization's problems and providing solutions, while making employees working more efficiently. On the other hand, challenges do not cease for the HRM. Modern organizations can survive in the dynamic, competitive environment of today only if they capitalize on the full potential of each employee. Unfortunately, many companies have not understood the importance of the human capital in successful operations. The recruitment and selection of the best employees is a very difficult obligation.

Even companies that are voted in the top-ten places to work at, often endure long periods of hard work to realize that human element is all an organization should care about. New challenges arise even now for the organization, and it is certain that new challenges will never cease to emerge. Therefore, the use of proper Human Resources techniques is a really powerful way for organizations to overcome these challenges, and to

improve not only their quantitative goals but also their organizational culture, and their qualitative, cognitive aspects. EVOLUTION OF THE HR FUNCTION – FROM A BUSINESS FUNCTION TO A STRATEGY PARTNER

We would like to quote Mr Narayan Murthy. He says, “ A few years back during a client interaction, while being quizzed on our capabilities, we were surprised by a question on security practices in our company. The reason cited was that the customer measured the maturity of their vendor on the basis of the security practices prevalent in the vendor’s premises. After all they wanted to entrust their data with us! Around 5 years later, we were asked a similar question where another customer evaluated our HR practices at a significant level of detail to gauge our competence.

In subsequent discussions, we have found that the question on HR maturity is being asked frequently by potential customers, investors and even prospective employees. The answers indicate maturity, stability, long term sustainability and delivery capabilities of your organization and hence are very important. ” HR Function Growth Path As the organizations mature, HR practices also mature. The HR function is at three different states in its evolution cycle where it starts as a Business Function, becomes a Business Partner and then a Strategic Partner.

In each of these cases the role and impact of the HR department becomes progressively more strategic in nature. At higher levels of maturity, the HR function can add tremendous value to the leadership potential, top-line, bottom line and long-term sustainability of the organization. At each stage the attributes & value add by the Human Resources function change and the

tools required vary significantly. HR as a Business Function At the very least, when an HR function is available in an organization, it is responsible for managing employee data, takes care of payroll, time and attendance and the setting of company policies.

The role is largely that of Personnel Administration focused on Compliance both internal & external, and on Management of employee records. The tools that the HR requires are related to management of employee data and include a rudimentary HRMS, Payroll processing software, Time and Attendance systems (could include time-card readers, swipe systems and associated devices). It is found that in many cases organizations even use spreadsheets and shared directories to manage their employee data, policy documents and employee leave applications, contracts etc.

In most cases, paper based employee files are the only source of employee data which are managed by the Personnel Administration department of the organization. HR as a Business Partner As a Business Partner, the role of HR is to meet the “ existing business needs” of the organization so that the organization could grow at a measurable rate. At this stage of evolution, the focus of the HR shifts to competency based Recruitment, Total Compensation, Employee Development, Communication and Organization Design. The HR function helps in formalizing the organization structure (who does what and reports to whom).

Once that is complete, the next role is that of identifying the skills necessary for different job roles. HR further helps in defining appropriate training programs that are necessary for developing these skills, recruitment

techniques to evaluate the skill levels and benchmarking the skill database against industry standards and competitors. Total compensation (payroll and benefits) also becomes a focus area where the HR helps the organization attract and retain skilled employees by becoming a leader in compensation management.

Using the skill database and the organization structure, the HR function iteratively evolves compensation practices, improves the training function and makes the recruitment function more attuned to the skills needed by the organization. To facilitate the above functionality, HR uses tools such as Applicant Tracking software for recruitment, Employee Portal for communication, Self Services for employees' empowerment, Learning Management Systems for training & development and an Employee Database for capturing employee skills & competency profiles.

Organizations even have well defined Job Descriptions with details of qualifications, experience, special skills required for the job and job roles & deliverable for each job position. It is found that at this stage most organizations prefer some degree of automation and are using tools either built internally or procured from vendors. Another characteristic of organizations at this level of maturity is the break-up of the HR function into sub-functions such as Training, Personnel Administration, Recruitment and Compensation & Benefits, each being partly dependent on the other.

HR as a Strategic Partner Organizations that view their HR as a strategic business partner believes in full maturity of their HR function. Such organizations are focused on attaining leadership positions rather than a

year-on-year growth. Bottom-line and top-line growths are expected to be achieved automatically. At this level, HR becomes responsible for identifying core competencies necessary for their organization to attain leadership position. Further HR facilitates in

- Aligning employees to a common set of objectives derived from the mission and value statements. Mitigation of risk by devising appropriate Succession Planning Strategies, Identification of top-performers and non-performers.
- Continuous measurement of the effectiveness of leadership and employee satisfaction.
- Increasing employee engagement through appropriate measures.
- Aligning compensation to performance.
- Adjustment of recruitment and training to competency gaps.
- Specifying well-defined Job Descriptions, which map to the organization structure .

These become the basis of Recruitment, Goal Setting, Training, Performance Evaluation and Career Development.

As a strategic partner HR uses a variety of automation tools for Learning Management, Employee Performance Management, Compensation Planning, Recruitment and On-boarding, Succession Planning, Alignment and Employee feedback. The largest benefits accrue when employees are encouraged to use these tools as a routine practice at their work place. An integrated view of employee's life cycle in the organization is visible through appropriate dashboards which are available to the decision makers at all levels in the organization.

EFFECTS OF TECHNOLOGICAL CHANGES ON HRM AND INTRODUCTION OF HRIS With the changing world and constant new technology that is available, managers need to be aware of the technology that will increase

effectiveness in their company. Human resource information systems (HRIS) have increasingly transformed since it was first introduced at General Electric in the 1950s. HRIS has gone from a basic process to convert manual information keeping systems into computerized systems, to the HRIS systems that are used today.

Human resource professionals began to see the possibility of new applications for the computer. The idea was to integrate many of the different human resource functions. The result was the third generation of the computerized HRIS, a feature-rich, broad-based, self-contained HRIS. The third generation took systems far beyond being mere data repositories and created tools with which human resource professionals could do much more (People Soft and Oracle HR are some examples). The efficiency of HRIS, the systems are able to produce more effective and faster outcomes than can be done on paper.

Some of the many applications of HRIS are: Clerical applications, applicant search expenditures, risk management, training management, training experiences, financial planning, turnover analysis, succession planning, flexible-benefits administration, compliance with government regulations, attendance reporting and analysis, human resource planning, accident reporting and prevention and strategic planning. With the many different applications of HRIS, it is difficult to understand how the programs benefit companies without looking at companies that have already benefited from such programs.

Following are the challenges that technology throws at HR professionals to which HRIS could be a solution: 1. New Skill requirement: with new technologies being developed and implemented, there is an urgent need to upgrade the skills and knowledge of the existing employees for the organizations who want to survive this highly competitive environment. Additionally there is surging demand of individuals with sophisticated training and skills especially in sectors like telecom, IT, banking, retail and bio technology. 2. Downsizing or Rightsizing: New technologies have decimated many lower end jobs with frustrating regularity.

Increased automation has led to reduction in employee head count and the pressure to reduce costs has pushed many companies to go lean, cutting down the extra managerial flab. M&A is certainly one of the latest buzz activities that has led to downsizing. Managing the expectations of the employees seems to be the major pain area for HR managers these days. 3. Collaborative work: With the advent of technology the hierarchies have lost their importance and more collaborative teamwork where managers and workers work together is formed. 4. Telecommuting: The rapid advances in technology have led to the relocation of work from office to home.

Employees use their phones and internet to communicate and can work from home. 5. Internet and intranet revolution: Internet and information technology have enabled companies to become more competitive by cutting costs. Almost all the industries and sectors have successfully harnessed the computer technology to their advantage to reduce costs and deliver services to their customer at amazing speed. A RETENTION FACTOR IN TODAY'S

DYNAMIC BUSINESS WORLD – TRAINING AND DEVELOPMENT Look around in today's business world. It is no secret that it is becoming more difficult to recruit and retain skilled employees.

In fact, one could say that businesses and industries are desperate or becoming desperate to find people with the needed skills and attitudes. The successful businesses today have a formalized employee retention program and willingness to work as part of their business strategy. They take a proactive approach to prevent unnecessary employee turnover. Generally, it is observed that the employers or businessmen are not willing to train their employees they just want to hire professionals or readymade employee from the market and expect high productivity quickly out of them, which is not possible.

In the last two decades, there have been frequent switching and turnout of employees in the banking sectors due boom in economy, technology, less harmony amongst the employees and senior management due to which the organizations faced lot of problems in retaining good employees with them. There should be some strategic thinking to develop a successful employee retention strategy. Lot of factors have been identified so far to improve the retention rate. These factors are: compensation, fringe benefits, hi-tech work environment, and behaviour of senior management, utilization of talent, training and development.

It has become an open secret that people who move from one organization to another is not only for good compensation while there is a high involvement of other variables such as behaviour, adjustment with the

environment, flexi timings, benefits other than salary etc. Human Resource Management (HRM) is the function within an organization that focuses on recruitment, management, and providing direction for the people who work in the organization. HRM Role in the organization is very much important and cannot be ignored as it happened in the earlier era.

It comprises recruiting, hiring, training, compensating, appraising and developing employees. Training and development is one of the main functions of HR. Employees involved in ongoing training feel that their employer is interested in them doing a better job, and the employer cares enough about them to make an investment in their development. Training can also be the means for positive change in any organization; however, it is not enough to create lasting change without a vital link that will help your employees transfer what they learned into real-life application.

That vital link is a strong coaching program. Businesses today want to get more and more involved with training their employees, but may not actually be thinking about the training that is really needed. We just want to draw an attention towards the aspect that if training efforts are going to produce positive outcomes then there cannot be a lack of assessment. It also needs to analyze that who should be trained and which type of training can be given to employees which will help them in doing better job and can increase productivity.

It is not only the employer's responsibility to train their employees but also employees should be keen devoted to work and have flair to learn something daily because change does not come in a day. Samuel Johnson 1709- 84 said

beautifully about continuous learning that: “ A person who graduated yesterday and stops studying today is uneducated tomorrow” (Samuel Johnson 1709- 84). TQM - THE 3 MAGIC LETTERS TO SUCCESS Total quality management (TQM) is a management philosophy that seeks to integrate all organizational functions (marketing, finance, design, engineering, and production, customer service, etc. to focus on meeting customer needs and organizational objectives. TQM empowers the Total organization, from the employee to the CEO, with the responsibility of ensuring Quality in their respective products and services, and Management of their processes through the appropriate process improvement channels. All types of organizations have deployed TQM, from small businesses to government agencies like NASA, from schools to construction firms, from manufacturing centres to call centres, and from dance sequence to hospitals. TQM is not specific to one type of enterprise, it is a philosophy applied anywhere quality is required.

To be successful implementing TQM, an organization must concentrate on the eight key elements: 1. Ethics 2. Integrity 3. Trust 4. Training 5. Teamwork 6. Leadership 7. Recognition 8. Communication In the subsequent text we will try to explain TQM and its implementation. Key Elements: TQM has been coined to describe a philosophy that makes quality the driving force behind leadership, design, planning, and improvement initiatives. For this, TQM requires the help of those eight key elements. These elements can be divided into four groups according to their function. The groups are: I. Foundation – It includes: Ethics, Integrity and Trust.

II. Building Bricks – It includes: Training, Teamwork and Leadership. III. Binding Mortar – It includes: Communication. IV. Roof – It includes: Recognition. I. Foundation TQM is built on a foundation of ethics, integrity and trust. It fosters openness, fairness and sincerity and allows involvement by everyone. This is the key to unlocking the ultimate potential of TQM. These three elements move together, however, each element offers something different to the TQM concept. 1. Ethics – Ethics is the discipline concerned with good and bad in any situation. It is a two-faceted subject represented by organizational and individual ethics.

Organizational ethics establish a business code of ethics that outlines guidelines that all employees are to adhere to in the performance of their work. Individual ethics include personal rights or wrongs. 2. Integrity – Integrity implies honesty, morals, values, fairness, and adherence to the facts and sincerity. The characteristic is what customers (internal or external) expect and deserve to receive. People see the opposite of integrity as duplicity. TQM will not work in an atmosphere of duplicity. 3. Trust – Trust is a by-product of integrity and ethical conduct. Without trust, the framework of TQM cannot be built.

Trust fosters full participation of all members. It allows empowerment that encourages pride ownership and it encourages commitment. It allows decision making at appropriate levels in the organization, fosters individual risk-taking for continuous improvement and helps to ensure that measurements focus on improvement of process and are not used to contend people. Trust is essential to ensure customer satisfaction. So, trust

builds the cooperative environment essential for TQM. II. Bricks Basing on the strong foundation of trust, ethics and integrity, bricks are placed to reach the roof of recognition.

It includes: 4. Training – Training is very important for employees to be highly productive. Supervisors are solely responsible for implementing TQM within their departments, and teaching their employees the philosophies of TQM. Training that employees require are interpersonal skills, the ability to function within teams, problem solving, decision making, job management performance analysis and improvement, business economics and technical skills. During the creation and formation of TQM, employees are trained so that they can become effective employees for the company. 5.

Teamwork – To become successful in business, teamwork is also a key element of TQM. With the use of teams, the business will receive quicker and better solutions to problems. Teams also provide more permanent improvements in processes and operations. In teams, people feel more comfortable bringing up problems that may occur, and can get help from other workers to find a solution and put into place. There are mainly three types of teams that TQM organizations adopt: A. Quality Improvement Teams or Excellence Teams (QITS) – These are temporary teams with the purpose of dealing with specific problems that often re-occur.

These teams are set up for period of three to twelve months. B. Problem Solving Teams (PSTs) – These are temporary teams to solve certain problems and also to identify and overcome causes of problems. They generally last from one week to three months. C. Natural Work Teams (NWTs) – These

teams consist of small groups of skilled workers who share tasks and responsibilities. These teams use concepts such as employee involvement teams, self-managing teams and quality circles. These teams generally work for one to two hours a week. 6. Leadership – It is possibly the most important element in TQM.

It appears everywhere in organization. Leadership in TQM requires the manager to provide an inspiring vision, make strategic directions that are understood by all and to instil values that guide subordinates. For TQM to be successful in the business, the supervisor must be committed in leading his employees. A supervisor must understand TQM, believe in it and then demonstrate their belief and commitment through their daily practices of TQM. The supervisor makes sure that strategies, philosophies, values and goals are transmitted down throughout the organization to provide focus, clarity and direction.

A key point is that TQM has to be introduced and led by top management. Commitment and personal involvement is required from top management in creating and deploying clear quality values and goals consistent with the objectives of the company and in creating and deploying well defined systems, methods and performance measures for achieving those goals. III. Binding Mortar 7. Communication – It binds everything together. Starting from foundation to roof of the TQM house, everything is bound by strong mortar of communication. It acts as a vital link between all elements of TQM.

Communication means a common understanding of ideas between the sender and the receiver. The success of TQM demands communication with

and among all the organization members, suppliers and customers.

Supervisors must keep open airways where employees can send and receive information about the TQM process. Communication coupled with the sharing of correct information is vital. For communication to be credible the message must be clear and receiver must interpret in the way the sender intended.

There are different ways of communication such as: A. Downward communication – This is the dominant form of communication in an organization.

Presentations and discussions basically do it. By this the supervisors are able to make the employees clear about TQM. B. Upward communication – By this the lower level of employees are able to provide suggestions to upper management of the affects of TQM. As employees provide insight and constructive criticism, supervisors must listen effectively to correct the situation that comes about through the use of TQM. This forms a level of trust between supervisors and employees. This is also similar to empowering communication, where supervisors keep open ears and listen to others.

C. Sideways communication – This type of communication is important because it breaks down barriers between departments. It also allows dealing with customers and suppliers in a more professional manner. IV. Roof 8.

Recognition – Recognition is the last and final element in the entire system. It should be provided for both suggestions and achievements for teams as well as individuals. Employees strive to receive recognition for themselves and their teams. Detecting and recognizing contributors is the most important job of a supervisor.

As people are recognized, there can be huge changes in self-esteem, productivity, quality and the amount of effort exhorted to the task at hand. Recognition comes in its best form when it is immediately following an action that an employee has performed. Recognition comes in different ways, places and time such as,

- Ways – It can be by way of personal letter from top management. Also by award banquets, plaques, trophies etc.
- Places – Good performers can be recognized in front of departments, on performance boards and also in front of top management.
- Time – Recognition can give at any time like in staff meeting, annual award banquets, etc.

We can conclude that these eight elements are key in ensuring the success of TQM in an organization and that the supervisor is a huge part in developing these elements in the work place. Without these elements, the business entities cannot be successful TQM implementers. It is very clear from the above discussion that TQM without involving integrity, ethics and trust would be a great remiss, and in fact it would be incomplete. Training is the key by which the organization creates a TQM environment.

Leadership and teamwork go hand in hand. Lack of communication between departments, supervisors and employees create a burden on the whole TQM process. Last but not the least; recognition should be given to people who contributed to the overall completed task. Hence, lead by example, train employees to provide a quality product, create an environment where there is no fear to share knowledge, and give credit where credit is due is the motto of a successful TQM organization. TOTAL QUALITY HUMAN RESOURCES MANAGEMENT Introduction

Total quality human resources management (TQHRM) is “ an approach to human resources management that involves many of the concepts of quality management. ” The primary goal of TQHRM is employee empowerment. Several differences exist between the traditional human resources approach and TQHRM. Thomas Foster developed a table that was adapted from an article by Cardy and Dobbins. The table lists the major differences between traditional HRM and TQHRM. The TQHRM approach focuses on providing employee empowerment through alignment, authority, capability, and commitment.

As Juran states: “ The full potential of employee empowerment is realized in the empowered organization, when employees: align their goals with appropriate higher organization purpose; have the authority and opportunity to maximize their contribution; are capable of taking appropriate action; are committed to the organization’s purpose; and have the means to achieve it. ” Companies are beginning to realize that employee involvement is critical to product and service quality, and thus essential to the total quality management strategy.

How to implement TQHRM The primary goal of TQHRM is to provide an atmosphere that promotes employee empowerment. Empowerment requires the alignment, authority, capability, and commitment of employees. In order to achieve these goals, Juran has identified several steps that must be taken to achieve each goal. Alignment: Alignment can be realized if employees:

- Know the needs of customers and stakeholders
- Know, concur in, and be

prepared to contribute effort to organization strategies, goals, objectives, and plans

Authority: In order for employees to have the authority and opportunity to contribute to the organization, the following steps are required: •

Individual authority, responsibility, and capability are consistent • Barriers to successful exercise of authority have been removed • The necessary tools and support are in place

Capability: Employee capability can be developed through: • Organizational training initiatives • Educational development

Commitment: An organization must earn the commitment of employees through: • Reinforcement • Recognition • Rewards

Eastman Chemical Company is an excellent example of TQHRM in action.

Eastman Chemical designed an “employee development system” for employee development and coaching to replace its traditional performance appraisal system. Table 2 shows the new process. In addition to the employee development system, Eastman Chemical was successful in implementing an empowered management system to aid in the successful management of employees in an empowered environment. Eastman Chemical identified the specific changes that needed to be made to its traditional human resources management style in order to implement TQHRM.

They then set up guidelines and training programs to ensure that these changes were made. HR'S ROLE IN REENGINEERING Organisational change is a regular feature of life. For HR professionals, dealing with reorganisations is now a regular part of the job. But there is substantial evidence that

organisations are not very good at organising. They don't have the capability for successful repeated reorganisation and they don't fully use the expertise of HR professionals. The subsequent text focuses on the practical skills and capabilities required by HR and line managers to effectively undertake reorganisations.

It focuses on reorganisations involving changes in organisational structure and on changes in softer features, such as culture. The three central themes are:

- The positive role HR professionals can play in reorganisations as shapers of change
- The challenge of accumulating learning about change at the organisational level, rather than relying on the personal knowledge of a few key individuals
- The potential relevance of a core set of generic skills and capabilities across a wide range of organisations and sectors.

Reorganisations are an endemic part of managers' roles and the pace of change is increasing.

Today's relentless pace of reorganising requires a shift of mindset – from looking for the perfect organisation designs to building the skills and capabilities needed for rapidly and repeatedly designing more fluid forms of organisation structure. Drawing information from surveys and case-study reviews, the report identifies many skills and capabilities. It focuses on what are called the 'seven steps to successful organising'. These are based on the statistical analysis of performance outcomes. These 'seven steps' highlight the importance of:

- sustaining top management support, especially personal commitment and political support
- avoiding piecemeal, uncoordinated change initiatives by making a strategic business case that anticipates

implications across the entire organisation • achieving substantive, rather than tokenistic, employee involvement in the change process, moving beyond communication to active engagement • investing in communications with external stakeholders, including customers, suppliers and financial stakeholders • involving HR professionals closely, right from the start – involving HR has been proved to positively impact on a range of performance outcomes • maintaining effective project management disciplines that are embedded in the organisation • building skilled change management teams, with the right mix of experiences and abilities, that can work together. HR professionals need to rise to the challenge of shaping change, rather than simply sweeping up afterwards.

They will need a diverse range of skills and capabilities. Prime among these will be the ability to make a strategic business case, to situate any change initiative within the overall functioning of the organisation, and to employ sound project management abilities. The skills and capabilities required for a shaping role in reorganisations can be acquired through training and development within the HR functional career track. But, from the examples of successful change leaders and project teams in the case studies, the message comes through that HR professionals need to combine the knowledge and experience on their project teams from across organisations, sectors and functions.

Taking a more people-orientated approach, led by HR professionals, would improve performance as well as people's experiences of reorganising.

STRATEGIES FOR HR TRANSFORMATION Some of benefits that are achievable

when adopting global best practices in HR management include: • Superior efficiencies through HR BPO • Globally consolidated HRMS and Payroll • Global rules – local compliance • Enterprise Learning Management – Learning across the enterprise in line with corporate strategic objectives • Portal Implementation & Integration • Power of HR Analytics- transforming operational data into powerful and actionable information HR – Support to Strategic advantage

In the past year HR organizations worldwide have graduated to becoming savvy technology users- evolving from a largely service delivery organization to one that focuses on strategic HR programs. HR staff is freed from repetitive and mundane administrative tasks to concentrate on human resource development programs that emphasize employee productivity, performance and retention. Companies are today maximizing the value of their most important asset –employees — aligning their skills, activities, and incentives with business objectives and strategies. Over the last 15 years the HR function in corporations has been investing a great deal into technology without realizing a significant ROI. Frequently, HR technology projects don't deliver the expected results.

A key factor in this is a failure to define functional requirements clearly. By not basing these requirements in a solid HR strategy, organizations spend too much money on ad hoc software purchases or, even worse, under-use multi-million dollar HR software suites by not implementing modules that could be of significant value. The modules most likely to be left on the shelf are those considered key to operational human capital management,

including competency and career development, recruitment, performance management and succession planning. Along with the right software, clean data and tight integration are critical success factors which are often overlooked.

Key stakeholders must have access to accurate, consistent, integrated data which cannot happen unless HR and IT objectives are fully aligned. This successful alignment requires an understanding that changing technology alone will achieve little. Change starts to deliver its value only when supported by and integrated with other elements of the infrastructure, which are part of an explicit HR strategy. Operate Global act Local For the global corporation, a unified data model provides a single, accurate view of HCM parameters. For example, such a model for payroll would support worldwide payroll processing with BPO, maintenance, global deployment and management across borders.

Choosing the right service provider with requisite domain knowledge will allow installation and operation of payroll that fully complies with local requirements on a worldwide basis. Portals are the key Through the use of intuitive web interfaces companies can use portals to communicate HR information to employees across the company-not just knowledge workers but mobile workers, maintenance, field and ground staff. Lack of standard conventions, standardization and compliance for content and graphics has been the primary challenge of corporate portals. However, increasingly, portals require integration with packaged or custom applications, such as an ERP, recruiting software, expense management or travel software, etc.

As integration with these solutions becomes more seamless, the line where portal standards begin and end will become less clear. Self help is the best help. By using personalized self services- web based transactional tools employees can self manage their HR information for updating their payrolls and benefits selection and skill profiles. HR professionals can now move from being transaction processors to consultative partners. A new trend in Self Service systems include MSS or Manager Self Service Systems in which managers can carry out administrative tasks surrounding employee payroll changes, job transfers and scheduling of training. In school yet on the job: e-learning makes headway

There is a direct correlation between an organization's investment in training and its performance in the marketplace. Companies are using enterprise learning Management initiatives to turn learning into a business advantage. Through the selection and deployment of effective tools, companies can couple effective knowledge transfer and efficient learning techniques with corporate strategy and business objectives. E-Learning will serve as the only effective way of training a widely dispersed staff in a consistent manner. Combined with personalization, e-learning will become targeted, just-in-time help that is available 24 x 7. Corporate guidelines and standards will have to evolve to handle e-learning and other types of online, multimedia tools.

In Hexaware's experience the following corporate requirements need to be met in order to implement an effective Elearning solution.

- The solution must be very responsive to changing business needs
- The solution must be ubiquitous and easy to use
- The delivered training should match the quality

Performance Excellence. " 4. Cardy, R. and Dobbins, G. H. " Human Resources Management in a Total Quality Environment: Shifting from a Traditional to a TQHRM Approach. " Journal of Quality Management 1, no. 1 (1996) 5. Foster, S. Thomas. Managing Quality: An Integrative Approach. Prentice-Hall, New Jersey; 2001. 6. Juran, Joseph M. " Human Resources and Quality. Excerpted from: Juran's Quality Handbook, 5e. McGraw-Hill, 1999. 7. WHITTINGTON, R. and MOLLOY, E. (2005). HR's role in organising: shaping change. Research report. London: CIPD. 8. Human Resource Management by V S P Rao, Second Edition. 9. Human Resource Management by Deepak Kumar Bhattacharya, Second Edition 10. Human Resource Management International Digest, Volume 10, MCB UP Ltd, ISSN0967-0734 11. Armstrong, M (ed.) 192a) Strategies for Human Resource Management: A Total Business Approach. London: Kogan Page 12. Beer, M and Spector, B (eds) (1985) Readings in Human Resource Management. New York: Free Press Topics handled by Team Members: 1.

Saurabh Mishra : INTRODUCTION, THE IMPORTANCE OF HUMAN RESOURCES MANAGEMENT IN MODERN DYNAMIC ORGANIZATIONS, EFFECTS OF TECHNOLOGICAL CHANGES ON HRM AND INTRODUCTION OF HRIS, DESIGN OF THE DOCUMENT 2. Swati Arora : A RETENTION FACTOR IN TODAY'S DYNAMIC BUSINESS WORLD - TRAINING AND DEVELOPMENT , TQHRM IN ACTION, INTERNET RESEARCH 3. Divyan Kavdia : EVOLUTION OF THE HR FUNCTION - FROM A BUSINESS FUNCTION TO A STRATEGY PARTNER, ITS YOUR DATA WORKING FOR YOU, DESIGN OF THE DOCUMENT 4. Kumar Priyadarshi : STRATEGIES FOR HR TRANSFORMATION, INTERNET RESEARCH, DOCUMENT DESIGN AND FORMATTING 5. Vivek Sharma : HR'S ROLE IN

REENGINEERING, INTERNET RESEARCH, DOCUMENT DESIGN AND
FORMATTING 6. Vishnu Komma : TQM – THE 3 MAGIC LETTERS TO SUCCESS,
TOTAL QUALITY HUMAN RESOURCES MANAGEMENT ————— pic]
Document Development Plan Assess Employee Performance Agree on Job
Expectations Feedback Coaching Improved Employee Contribution Ongoing
Development Mgmt. Process for Successful Execution Personal Development
Activities Assignments projects Unplanned Development Needs Done every 6
months Feedback Done on an ongoing basis GROUP 9 1. Divyan Kavdia
09BM8017 2. Swati Arora 09BM8032 3. Saurabh Mishra 09BM8045 4. Vivek
Sharma09BM8062 5. Kumar Priyadarshi 09BM8069 6. Vishnu
Komma06MI3815 Vinod Gupta School of Management, IIT Kharagpur HR in a
dynamic Environment