



HUMAN RESOURCE MANAGEMENT

CHAPTER 08



CONTENTS

- A model of HR management-salient features for software engineering
- The software factory

HUMAN RESOURCE MANAGEMENT

- **Human resources** are the people who make up the workforce of an organization
- A human-resources department (HR department) of an organization performs human resource management i.e. overseeing various aspects of employment such as
 - compliance with labor law and employment
 - standards, administration of employee benefits
 - some aspects of recruitment and dismissal.

HUMAN RESOURCE MANAGEMENT

- **Human resource management** is the strategic approach to the effective management of organization workers so that they help the business gain a competitive advantage
- Commonly known as the *HR Department*, it is designed to maximize employee performance
- HR is primarily concerned with the management of people within organizations, focusing on policies and systems.
- HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal and rewarding.

MODEL OF HUMAN RESOURCE MANAGEMENT

- Model of human resource management constitutes a broad collection of features.
- In this section we will discuss only some features salient for software engineering.

MODEL OF HUMAN RESOURCE MANAGEMENT

Long term, strategic and proactive in style

- HR planning is of great significance for managers responsible for locating and managing resources.
- Their duties include
 - Establishing number of staff
 - Maximum utilization of personnel
 - Development and education of employees
 - A plan of future staff needs

MODEL OF HUMAN RESOURCE MANAGEMENT

Commitment to the organization

- Two approaches
 - Complete control through reliance on the rules governing employment.
 - Empowering employees with status and responsibility for quality production.

MODEL OF HUMAN RESOURCE MANAGEMENT

Commitment to the organization

- Real challenge is to shift employee attitudes from mere compliance with rules at work to commitment and self motivation.
- Skill is now not much the technical qualifications of employees but their qualities in terms of attendance, flexibility, responsibility, discipline, identification with the company and work rate.

MODEL OF HUMAN RESOURCE MANAGEMENT

Self-management

- Self management is a form of organizational management based on self-directed work processes on the part of an organization's workforce.

MODEL OF HUMAN RESOURCE MANAGEMENT

Self-management

- There are two variations of self-management
 - All the workers manage the enterprise directly through assemblies
 - workers exercise management functions indirectly through the election of specialist managers.
- The goals of self-management are to improve performance by granting workers greater autonomy in their day-to-day operations, boosting morale, reducing alienation, and eliminating exploitation.

MODEL OF HUMAN RESOURCE MANAGEMENT

Unitary Perspective

- The unitary perspective is based on the assumption that the organization is an integrated group of people with single authority and a set of common values, interests and objectives shared by all members of the organization.
- Management's prerogative is regarded as legitimate, rational and accepted and any opposition to it is seen as irrational.

MODEL OF HUMAN RESOURCE MANAGEMENT

Unitary Perspective

- There is no conflict between the interests of those supplying capital to the enterprise and their managerial representatives, and those contributing their labor.
- The underlying assumption of this view is that the organizational system is in basic harmony, and conflict is unnecessary and exceptional.

MODEL OF HUMAN RESOURCE MANAGEMENT

Flexible Work Roles

- Idea behind flexible work roles is that rather than the organization being centralized , with job roles formally defined, the roles should be flexible with decentralization of decision making

MODEL OF HUMAN RESOURCE MANAGEMENT

Flexible Work Roles

- Four main characteristics of the management structure of well established firms are
 - Motivate and retain technical talent
 - Decentralization
 - Looser authority structure
 - Matrix organization

MODEL OF HUMAN RESOURCE MANAGEMENT

Maximum utilization of human resources

- Human resource utilization is the extent to which available human resources are deployed effectively for the maximum achievement of individual, collective and organizational goals and objectives.