

# MANAGING HUMAN RESOURCE



| <b>BTEC HND DIPLOMA IN BUSINESS (LEVEL 5)</b> |   |                              |              |            |    |
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**AUTHENTICITY STATEMENT**

I certify that the attached material is my original work. No other person's work or ideas have been used without acknowledgement. Except where I have clearly stated that I have used some of this material elsewhere, I have not presented it for examination / assessment in any other course or unit at this or any other institution.

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ASSESOR'S FEEDBACK

GENERAL COMMENTS

SPECIFIC COMMENTS

HOW TO IMPROVE YOUR ACHIEVEMENTS IN THE FUTURE

ASSESSORS SIGNATURE AND DATE

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## **Introduction**

Here the entire report has aimed at investigating about the theory and practice of the human resource management with its topical issues and the legislations. So this has explained about the different perspectives of the HRM including the Guest Model, Storey's definition of HRM etc. and the development of the flexibility within the work place as well as the impact of equal opportunities within the work place while managing the diversity effectively. Finally it has described about the approaches to the human resource practices within the organization with the welfare management and health and safety regulations on the HR practices of the organization here.

## **Task 01- Different Perspectives of Human Resource Management**

### **1.1 - Explain Guest's model of HRM**

According to the Guest Model of HRM in 1987, the human resource management is distinct from the personal management which is basically compliance based. As per this model, it has revealed that the HRM is linked with the Strategic management of the organization while seeking for the commitment to the organizational goals. Further it said that the HRM is focus on the individual needs other than seeking on the collective work force. And also it expressed the HRM enables the organizations to become more flexible and powerful through its invaluable asset of people may be positively used. And also here the Guest has already given six dimensions HRM analysis such as HRM strategy, HRM practices, HRM outcomes, behavior outcomes, performance outcomes as well as the financial outcomes.

### **1.2- Compare the differences of Storey's definition of HRM, Personal and IR Practices**

According to the Storey in year 1989, HRM can be distinguished into two main parts such as Hard HRM and the Soft HRM. Here the Hard HRM is mainly focused towards the organizational costs associated with the human resources. On the other hand the Soft HRM has dealt with the human aspects of the HRM and it has founded that there is a high

commitment of the employees regarding the soft HRM and low commitment on the Hard HRM as well. So the differences of the Storey’s definition of HRM and the personal and IR practices can be summarized as follows;

|                           | <b>Personal Management or IR practices</b> | <b>HRM</b>           |
|---------------------------|--|----------------------|
| <b>Relationship</b>       | Pluralist                                  | Unitary              |
| <b>Key Relations</b>      | labor management                           | customers            |
| <b>Decision Speed</b>     | Slow                                       | Fast                 |
| <b>Leadership</b>         | Transactional                              | Transformational     |
| <b>Key Managers</b>       | Specialists                                | Line manager         |
| <b>Communication</b>      | Indirect                                   | Direct               |
| <b>Standardization</b>    | High                                       | Low                  |
| <b>Employee selection</b> | Separate                                   | Integrated           |
| <b>Pay</b>                | Based on job evaluation                    | Based on performance |
| <b>Job Design</b>         | Division of labor                          | team works           |

*Table 1.1 - HRM and the personal and IR practices*

**1.3- Assess the implications for line managers and employees of developing strategic HRM**

It can be identified that there are two types of managers within an organization such as line managers as well as the functional managers. So the line managers are the key persons who are directly engaging with the organizational production and marketing functions like production manager and the marketing manager. (Armstrong, Tina, 2005) On the other hand functional managers are supporting managers who are indirectly involving with the organizational operations like finance manager, HR manager, IT manager etc. So the line managers are having the direct authority of giving commands to the staff and they are directly responsible for the organizational performance as well. Because of that the line managers are having the huge implication on the HR strategy development in an effective manner, and the line managers are seeking to integrate with the all human aspects within the organization while helping to develop the overall culture of the organization. Further they are responsible of formulating the key aspects of the overall HR policies and procedures in order to enhance

the overall employee commitment in the operations in order to better accomplishment of the organizational goals and the objectives.

## **Task 02-The Ways of Developing Flexibility within a Workforce**

### **2.1: Explain how a model of flexibility might be applied in practice**

It can be recognized that each and every company who expects to develop their human resources should have to recognize the best suited flexible pattern in order to improve the employee working conditions furthermore. So it will result to increase the overall employee commitment and the level of skills and abilities of the employees as well. Among with the technological advancements, most of the modern complies are moving towards the flexible working arrangement like homeworking as well as the audit model etc. (Armstrong, Tina, 2005)

When it comes to see about the homeworking, it can be identified as the method of concerning about the employee convenience at the work place while adding more technological instruments and software in order to increase the virtual efficiencies at different kinds of places as well. Further the audit model is focusing on the improvement of the employee accountability at their works while examining about their quality and efficient. (Scullion, Sparrow, 2011)

### **2.2: discuss the types of flexibility which may be developed by an organization**

Here it can be identified that there should have to be a systematic approach of planning the flexible working patterns within the work place and there are main three flexible methods are available to the further development of an organization such as numerical flexibility, functional flexibility and the place of work flexibility. (Scullion, Sparrow, 2011) There the numerical flexibility can be identified as the technique of controlling the no of employees in order to enhance the overall productivity accordingly. Then the functional flexibility is aimed to make the functional works more convenience at the work place while segregating the functional levels and their work load. Finally place of work flexibility refers to provide the

convenience to the employees in the organization in order to enhance their overall effectiveness.

### **Task 3: Asses the use of flexible working practices from perspective of employees and Employers**

When it comes to the use of flexible working practices in employees' perspective, it can be identified that there are several kinds of benefits to the employees such as increase the capability of balancing both of the personal life as well as the work life of the employees, giving an opportunity to work at home will give more convenience to the workers especially women employees, enhancing the communication skills and the inter- relationships of the employees within the organization, saving more time and effort of travelling, grievances handling at the work place, increasing the overall productivity and the commitment of the employees and it will result to the overall success of the organization as well. (Armstrong, Tina, 2005)

On the other hand the employers will be benefited through these flexible working practices through the reduction of the administration and other expenses due to the application of homework culture, increase the overall employee productivity lead to the success and the growth of the company while gaining more competitive advantages, enhance the overall corporate image and increase the overall commitment and the morale of the employees while achieving the organizational goals and objectives successfully. (West, 2012)

### **Task 4: Discuss the Impacts that changes in the labor markets have had on flexible working hours**

With the labor market changes, the company is capable of implementing flexible working hours within the premises such as the intranet and the extranet facility, online training methods, on- the- job trainings, artificial intelligent etc. through the intranet and extranet facilities, the company can arrange flexible working hours while communicating with the employees effectively. And also because of the modern training methods like online- training academics as well as the on- the- job training opportunities etc. has result to develop more flexible working practices like part- time employment opportunities. Furthermore because of the artificial intelligent, people can record, analyze and store their information properly and timely without wasting any time for those activities at the organization.

## **Task 03- The Impact of Equal Opportunities within the Workforce**

### **3.1: Explain the forms of discriminations that can take place in working environment**

Employee discriminations can be identified as the adverse treatment on an individual by the organization or group of people or team at his/ her employment. So this can be occurred at different kinds of dimensions such as age, gender, religion or skin color etc. further it can be identified that there are two kinds of discrimination such as direct discriminations and the indirect discriminations. So here the direct discriminations will be happened based on the age, gender, ethnicity, capabilities, sex etc. of the employee and the indirect discriminations may occur in the recruitment process of the organization as well. (Armstrong, Tina, 2005)

### **3.2: Discuss the practical implications of equal opportunities legislations for organizations.**

Each and every organization should have to develop a proper and equal employment practices within the work premises in order to prevent the employee discriminations at the work place. Through the facilitating to the equal opportunities to both men and women workers at the organizations, the management can be created a better corporate culture which is more efficient and effective. In order to ensure the equal employment opportunities, the government has implemented a separate legislative framework with several kinds of rules and regulations such as employee equal act of 1970, sex discrimination act of 1975, national minimum act of 1999, human rights act of 1999 and the race relations act of 1976 etc.

### **3.3: Compare the approaches to managing equal opportunities and managing diversity**

In the modern complex and dynamic business world, the managers should have to face with a contemporary issue of how to manage the diversity of the work place successfully. So it has given a strategic value and the control to the organization in order to accomplish their goals and objectives successfully. (West, 2012) In broader concept, the diversity refers to the differences of the human qualities in terms of their culture, structure, attitudes, perceptions and behavior etc. here it can be identified that managers are able to use several kinds of approaches to manage the equal opportunities and diversity at the work place such as

securing the top management commitment, increase the accuracy of the perceptions, increasing the diversity awareness, improving the flexibility, encouraging the mentoring, provide training on multi-culture workings and paying close attention towards the team members etc.

## Task 04- The Approaches to Human Resource Practices in Organizations

### 4.1: Compare different methods of Performance Management

Here the performance management can be defined as an ongoing process of communicating among the supervisor and the employees of the organization with the support of accomplishment of organizational goals and objectives. It can be compared the different methods of performance management as follows;

| Process                         | Explanation  | Best used when...   |
|---------------------------------|--|---|
| MBO ( Management By Objectives) | This can be identified as a collaborative method of defining future targets through the consultation     | When the organization is using formal process to measure the performance accurately |
| 360 Degree Appraisal            | This may gather feedback from all the parties in order to get a holistic view on the overall performance | When there's sufficient time, funds and efforts are available                       |
| Self – Assessment               | Here the individual can assess their own performance in order to set the criteria                        | When there's interview style of PM  |
| Assessment on Competency base   | Here it may asses the components of the competencies like skills , abilities etc.                        | When skills and abilities can be clearly identified and measured                    |

*Table 1.2 - The different methods of Performance Management*

#### **4.2: Assess the approaches to the practice of managing employee welfare in a selected organization**

When it comes to consider about the welfare management at Cargills Ceylon Plc., the current management of the company is capable of successfully managing their 6790n employees through its own designed programs such as ‘*Cargills Safety*’, “*Cargill save you*” etc. under these programs the employees and their families are given so many benefits like personal loans, loyalty cards, medical benefits, cafeteria, uniforms, transportations etc. not only that but also they offer personal assistance programs which may help to reduce the stress level of the employees. Further the company offers the programs regarding the income protection of the employees under the themes of “*Cargills Credit*” and while providing better training and development programs continually under the program of “*Accelerated Skills Acquisition Program (ASAP)*” as well. (Scullion, Sparrow, 2011)

#### **4.3: Discuss the implications of Health and Safety legislations on Human Resource Practices**

Here it can be identified that the health and safety legislations may effect on the human resource practices of the organization in various ways. Firstly it may increase the overall cost of the company as those will be required to institute some programs within the organization by the HRM administrations in order to ensure whether there is acceptable status of health and safety of people. Through these legislations, the company may become liable to the personal health of the workers within the work place while maintaining a sound work environment and otherwise the government or relevant authorities may offer stiff penalties for the violations. So the organizational HR practices should have to comply with existing health and safety regulations properly.

#### **4. 4: Evaluate the impact of one topical issue on Human resource policies**

It can be recognized that there are several kinds of topical issues which may affect to the HRM of the organization. Here it can be identified the “Labor Supply” as one of the major issue on the modern labor market. So this may affect to the HRM related to the human resource planning. Furthermore this can determine the oversupply of the labor or under supply of the labor within the organization. So here the under supply may occurs due to the

mismatch of the employee qualifications and the employer requirements. So it has resulted to the labor exporting and it will incur more cost to the company. On the other hand over supply of the labors may also affect to the increase of unnecessary cost to the overall HRM process related to the recruitment, selection, induction, training and development etc. (West, 2012)

## **Conclusion**

Ultimately it can be concluded that the human resource is the most important and invaluable asset of each and every organization which will determine the overall success or the failure of the organization itself. Therefore the proper management of the workforce or the people within an organization is crucial with the accomplishment of the organizational goals and objectives successfully. Furthermore the implicit knowledge of the people has become one of the main competitive advantages to the companies while treating it as a blue ocean strategy as well. Therefore each and every organization should have to develop flexible working arrangements as well as proper performance evaluation approaches and systems while facilitating to the equal opportunities for their employees while complying with the existing legislations in order to get the maximum contribution from the human resource through their high commitment and self- motivation towards the organizational works itself.

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