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Index

Sr. No	Title	Subject	Page. No.
1.	The Impact Of FIIs On Indian Stock Market <i>Dr. Vinod K. Ramani</i>	Accountancy	1-3
2.	Human Resource Management New Dimention <i>Dr. Kishor V. Bhesaniya, A. R. Sakhida, C. C. Gediwala</i>	Accountancy	4-6
3.	Sequencing The Hypervariable Region V3 Of 16S RRNA Of Bacteria Isolated From RAM <i>V. S. Wadhai, Savitri R. Dewangan</i>	Biology	7-10
4.	Credit Rating Methodology for rating Small and Medium Enterprises A Comprehensive Outline <i>Dr. Bheemanagouda</i>	Commerce	11-13
5.	Growth And Performance Of Micro Small And Medium Enterprises (MSMES) In India <i>Dr. M. K. Maru</i>	Commerce	14-15
6.	Uses Of College Funds In Assam-with Reference To Lakhimpur District <i>Dr. Niranjana Kakati</i>	Commerce	16-17
7.	The Study On Awareness Of Solar Energy Products In House Holds, Coimbatore <i>Dr. M. Dhanabhakya, T. Sumathi</i>	Commerce	18-20
8.	Connotation Of Systematised Warehouse Management System In Supply Chain Of Small Scale Firms <i>Dr. Vipul Chalotra</i>	Commerce	21-23
9.	Distribution Mix Strategy Of Jammu And Kashmir Co-operatives Supply And Marketing Federation Limited (JAKFED) In Jammu District Of J&K <i>Tarsem Lal</i>	Commerce	24-25
10.	A Study On Irrigation Projects In Maharashtra State <i>Dr. Pawar, Ashok S., Dr. Rathod Sunita J.</i>	Economics	26-27
11.	A Study Of Food Security In South Asia <i>Dr. Pawar, Ashok S., Dr. Rathod Sunita J.</i>	Economics	28-30
12.	Inter-District Variations In The Performance Of Self Help Groups (SHGS) In Tamil Nadu. <i>Dr. A. Shyamala</i>	Economics	31-34
13.	Challenges of Indian Agriculture and Rural Development <i>Dr. Sangappa. V. Mamanshetty</i>	Economics	35-36

14.	Enhancing Science Process Skills and Scientific Attitude and Analysing their Interactions. :- An Intervention through Inquiry Learning Approach <i>Sreetanuka Nath, Dr. Sybil Thomas</i>	Education	37-42
15.	Effect Of Piston Geometry On Combustion Efficiency <i>A. B. Damor, I. H. Bhoraniya, V. H. Chaudhari</i>	Engineering	43-45
16.	Multipoint Hand Gesture Recognition For Controlling Bot <i>Nishant M Labhane, Prashant Harsh, Meghan Kulkarni</i>	Engineering	46-48
17.	To Study the working conditions Level in Rajasthan Healthcare Department <i>Dr. Ashwin G. Modi, Sushman Sharma</i>	Healthcare	49-51
18.	Impact Of Nutrition Education On Nutritional Knowledge, Dietary Practices And Physical Endurance Of Amateur Badminton Players <i>Dr. Anjali A. Rajwade</i>	Home Science	52-53
19.	Impact Of Maternal Nutrition Education Module On Knowledge And Nutritional Status In Urban Pregnant Women <i>Dr. Anjali A. Rajwade</i>	Home Science	54-56
20.	Feminism and Gender Representation in Indian Writing in English <i>Bhaveshkumar B Rana</i>	Literature	57-59
21.	Impact of Grievances on Industrial Relations <i>Anuradha Averineni</i>	Management	60-61
22.	Bioactive Polyphenols Of Bombax Ceiba <i>K.Shakila, D. Sukumar, R. Priya, R.Rajaselvi</i>	Management	62-63
23.	A Study On Employee Motivation In Health Care Industry In A Private Multi-Speciality Organization <i>Dr. C. Swarnalatha, T. S. Prasanna</i>	Management	64-67
24.	Tax-advantaged Mutual Funds V/s. Rest of the Population <i>Dr. Deepak H. Tekwani</i>	Management	68-69
25.	Perception Analysis On Employees Motivation Techniques <i>Dr. M. Dhanabhakym, R. Umadevi</i>	Management	70-73
26.	A Feasibility Study of Islamic Banking System in India Miles to Go <i>Dr. Sharif Memon</i>	Management	74-77
27.	Rural Marketing Practices in India: Emerging Issues <i>Kavita A. Trivedi</i>	Management	78-79
28.	Impact of Micro, Small and Medium Enterprises on Indian Economy using the ranking method in Today's Context <i>Vimal P. Jagad</i>	Management	80-81

29.	Paradigm Changes in Healthcare Marketing <i>Dr Mahalaxmi Krishnan</i>	Marketing	82-84
30.	Evolution of New Consumer Class in India <i>Dr. Sanjeev Verma</i>	Marketing	85-86
31.	Socio-Economic and Demographic Determinants of Reproductive Tract Infections (RTIs). <i>Dr. K. JOTHY</i>	Social Sciences	87-89

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Human Resource Management New Dimention

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Keywords : Human Resource Management

Introduction

Taking a look at the world of human being is a rewarding experience. Contrast Abound in this world. Beauty is juxtaposed with ugliness, mercy with cruelty, compassion with indifference, health with disease happiness with misery, and affluence with poverty. These contrasts remain so, despite the passage of time sweeping political and economic changes, and cultural differences contrast not with standing. One thing is certain it is the people who make an organization a success or allow. It to be handed over to the Board For Industrial and Financial Reconstruction (BIFR). If ITC, HLL, SAIL, RIL, Bajaj Auto, HMT, New Government Electric Company are on their way to the BIFR. It evidently shows how important human resources are to the life and health of an organization.

Human Resource (HR) management is a field that has evolved a great deal since its beginnings about 1900. It began as a primarily clerical operation concerned with payroll, employee records, and arranging community visits. The social legislation of the 1960s and 1970s forced dramatic changes. "Personnel departments". As they were called, became concerned with the legal ramifications of policies and procedures affecting employees. In the 1990s, globalization, competition, mergers, and acquisitions forced Human Resource departments to become more concerned with costs, planning, and the implications of various HR (human resources) strategies for both organizations and their employees.

Meaning:

Simply put, Human Resource Management (HRM) is a management function that helps managers recruit, select, train and develop organization member.

Scope of HRM:

The scope of human resources management is indeed vast. All the major activities in the working life of a worker. For the sake of convenience. We can categories functions into seven section. (1) introduction to human resource management. (2) employee hiring, (3) employee and executive remuneration, (4) employee motivation, (5) employee maintenance, (6) industrial relations and (7) prospects of human resource management.



Objective of HRM

The primary objective of HRM is to ensure the availability of competent and willing work force to an organization. Beyond this, there are other objectives too, specifically, HRM objectives are four fold. Societal, Organisational, functional and personal.



Organization of HRM Development

Two issues arise when one talks about the organization of HRM

Function (1) status of HRM department in the over all setup (2) composition of department it self. Both depend upon the scale of operation and attitude of top management towards HRM.

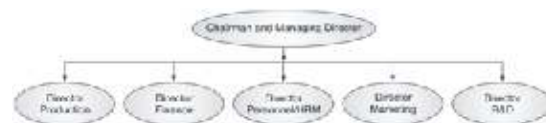
HR in Small and Large Organizations

Not every organization is able to have an HR department. In a company with an owner and 10 employees, the owner usually takes care of HR issues. However, despite the obvious differences between large and small organizations the same HR issues must be managed-as the HR Perspective box on the next page illustrates. At about 80-100 employees, organizations typically need to designate a person to specialize in HR management. Others are added only as the company gets much larger.

HRM in Small Scale unit



HRM in Large Scale unit



*, **, *** Commerce College. Limbdi

Environment of HRM

Environment of HRM comprise both external as well as internal forces which have their impact on the practitioners of the profession, external environment includes political legal, economic, technological and cultural factor. Internal environment consist of unions origination culture and conflict and professionalism.

New Dimantion of HRM

Human resource management should be effective in organization the actual HRM process starts with the estimation of the number and type of people needed during the coming period after this, only can people be hired to fill the jobs so effectiveness of HRM is depend on

(1) Human resource planning

The competitive organizational strategy of the firm derived with input from HR becomes the basis for human resource (HR) planning, which is the process of analyzing and identifying the need for and availability of human resources so that the organization can meet its objectives. This section discusses HR planning responsibilities, the importance of HR planning even in small businesses, and the HR planning process.

HR Planning responsibilities

In most organizations that do HR planning, the top HR executive and subordi-nate staff specialists have most of the responsibilities for this planning. However, other managers must provide information for the HR specialists to analyze. In turn, those managers need to receive data from the HR unit. Because top managers are responsible for overall strategic planning, they usually ask the HR unit to project the human resources needed to implement overall organizational goals.

Small Business and HR Planning

The need for HR planning in larger organizations is clear because if some for-mal adjustments to changes are not made, people or even entire divisions might be working at cross-purposes with the rest of the company. However, in a smaller, in a smaller business, even though the owner/manager knows on a daily basis what is hap-pening and what should be done, planning is still important.¹²Perhaps the most difficult area for planning in small business is family matters and succession.

Evaluating HR Planning

The most telling evidence of successful HR plan-ning is an organization in which the human resources are consistently aligned with the needs of the business over a period of time. If HR planning is done well, the following benefits should result:

- Upper management has a better view of the human resource dimensions of business decisions.
- HR costs may be lower because management can anticipate imbalances before they become expensive or unmanageable

(2) Job analysis

Planning the Job Analysis

A crucial aspect of the job analysis process is the planning done before gather-ing data from managers and employees. Probably the most important consider-ation is to identify the objectives of the job analysis. Maybe it is just to update job descriptions. Or it may include revising the compensation programs in the organization. Another objective could be to redesign certain jobs in a department or division of the organization. Also, it could be to change the structure in parts of the organization to align it better with business strategies.

Preparing and Introducing the Job Analysis

Preparation for job analysis begins by identifying the jobs under review. For example, are the jobs to be analyzed hourly jobs, clerical jobs, all jobs in one division, or all jobs in the entire organization? This phase identifies those who will be involved in conducting the job analysis and the methods to be used. It also specifies how current incumbents and managers

will participate in the process and how many employees' jobs will be considered.

(3) Recruitment

Labor Market Components

The broadest labor market component is the labor force population made up of all individuals who are available for selection if all possible recruitment strate-gies are used. This large number of potential applicants may be reached using many different recruiting methods-for example, newspaper ads, Internet, col-leges, world-of mouth, etc. Each recruiting method will reach different segments of the labor force population.

At least four recruiting decisions affect reaching the applicant population:

- Recruiting method: Advertising medium chosen. Including use of employ-ment agencies.
- Recruiting message: What is said about the job and how it is said.
- Applicant qualifications required: Education level and amount of experi-ence necessary.

(4) Selection

Selection decisions are an important part of successful HR management. Some even would argue that these decisions are the most important part. Organizational performance improvement for an employer may come from changes in incentive pay plans, improved training, or better job design; but unless the employer begins with the necessary people with the appropriate capa- bilities in place, those results may not occur.

Placement

The ultimate purpose of selection is placement, or fitting a person to the right job. More than anything else, placement of human resources should be seen as a matching process. How well an employee is matched to a job affects the amount and quality of the employee's work. This matching also directly affects training and operating cost. Individuals who are unable to produce the expected amount and quality of work can cost an organization a great deal of money and time.

Person-Job Fit

Selection and placement much more than just choosing the best available person. Selecting the appropriate capabilities and talents which come packaged in human being-attempts to "fit" what the applicant can and wants to do with what the organization needs. The task is further com- plicated by the difficulty in discerning exactly what the applicant really can and wants to do, as well as other intangible factors that may affect the fit.

(5) Training and development

Training is a process whereby people acquire capabilities to aid in the achieve-ment of organizational goals. Because this process is tied to a variety of organizational purposes, training can be viewed ether narrowly or broadly. In a limited sense, training provides employees with specific, identifiable knowledge and skills for use in their present jobs. Sometimes a distinction is drawn between training and development, with development, with development being broader in scope and focusing on individuals gaining new capabilities useful for both present and future jobs.

(6) Performance appraisal and job evaluation

Perforamance is essentially what an employee dose or does not do. Employee performance common to most jobs includes the following elements:

- Quantity of output
- Quality of output
- Timeliness of output
- Presence at work
- Cooperativeness

Other dimensions of performance beyond these general ones apply to various jobs. Specific job criteria or dimensions of job performance identify the most important elements in a given job. For example, a college professor's job might include the job criteria of teaching, research, and service. Job criteria are the most important factors people do in their jobs because they define what the organization pays an employee to do; therefore the performance of individuals on job criteria should be measured and compared against standards, and then the results communicated to the employee.

(7). Employee benefit and services.

"In this era of greater personal responsibility and demographic changes, government, employers, and individuals are changing their approaches to financial security and how it can be maintained through employee benefits."

Benefits Needs Analysis

A benefits needs analysis includes a comprehensive look at all aspects of benefits in a firm. Done periodically, such an analysis is more than simply deciding what benefits employees might want. A benefits needs analysis to make certain the mix of benefits is doing what it should might consider the following issues:

- How much total compensation, including benefits, should be provided?
- What part should benefits comprise of the total compensation of individuals?
- What expense levels are acceptable for each benefit offered?
- Why is each type of benefit offered?

Funding Benefits

Total benefits costs can be funded both by contributions made by the employer and contributions made by the employee. If the employer fully subsidizes a benefit, the cost to the employee would be zero. But if an employer chooses to pay \$400 per month toward an employee's health insurance premium while the employee pays \$ 150, then the employee contributes to covering benefits costs.

Human resource audit

Human resources audit helps assess the performance of personal department. It comprises audit of human resource functions, managerial compliancy of policies and procedures, employee satisfaction and corporate strategy.

Who should conduct the Audit?

The team that is responsible for the audit should represent a cross-section of the organization's staff, including staff, middle and upper management and those responsible for HR functions. The audit process consists of a series of questions covering the eight primary components of the HR function:

- Roles, head count, and HR information systems(HRIS)
- Recruitment
- Documentation (electronic and paper)
- Training, development, and career management

Why Do an Audit?

On a practical level, a properly conducted audit instills sense of confidence in management, human resources, and the entire organization, that the company is well managed, prepared to meet challenges, and strives to provide its employees with a safe and professional work environment.

Audit allows a company to systematically measure where it currently stands and what actions need to be taken to improve its human resources function



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