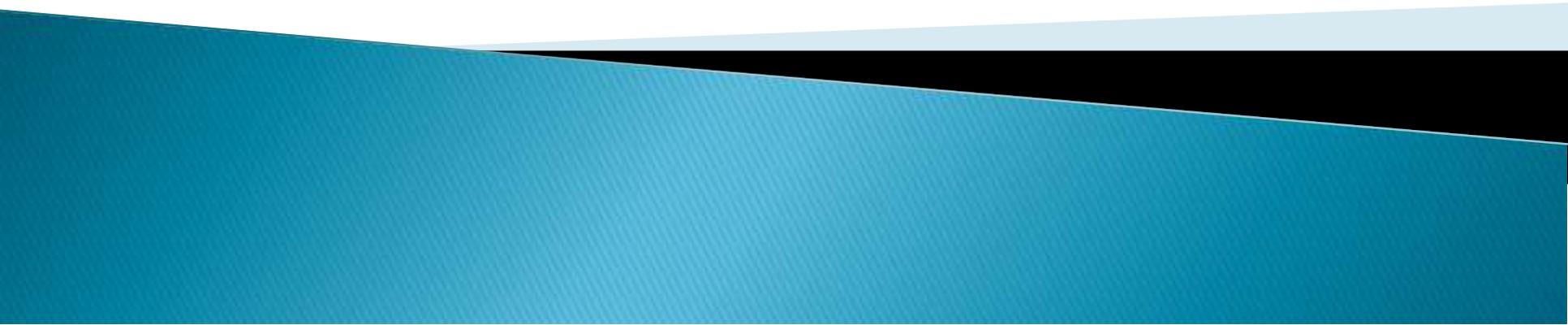
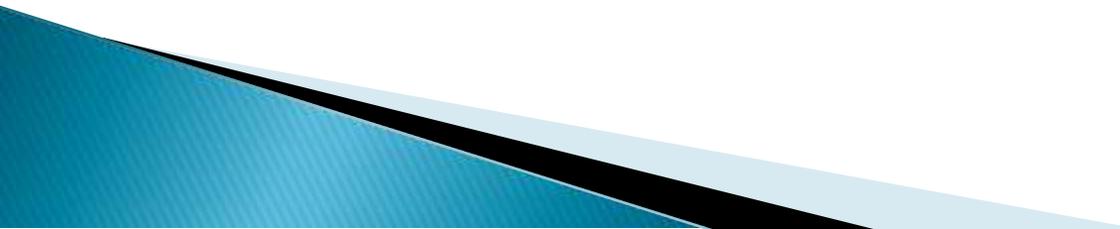


# MHRM Module Four

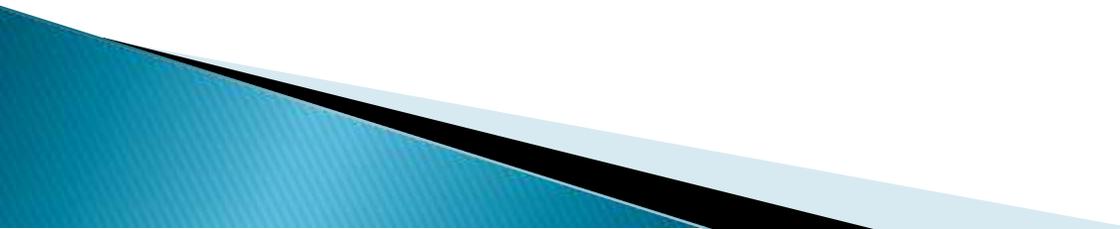
Dr. Jayashri Vijay Kulkarni



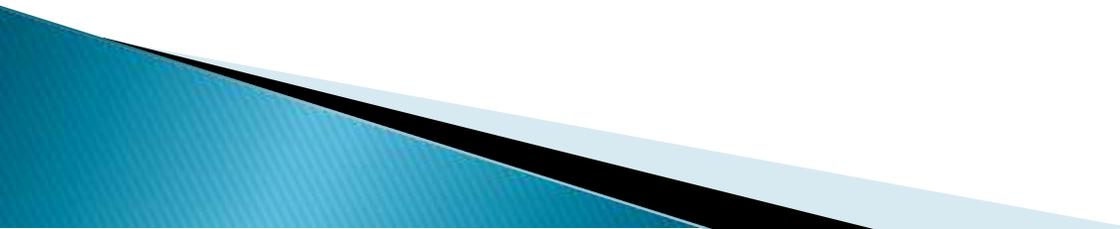
# Competencies

- ▶ Meaning:
  - ▶ **Cambridge University**  
The ability to do something well:  
Skill, Talent in particular area
  - ▶ **Webster Dictionary**  
Possession of sufficient knowledge or skill
- 

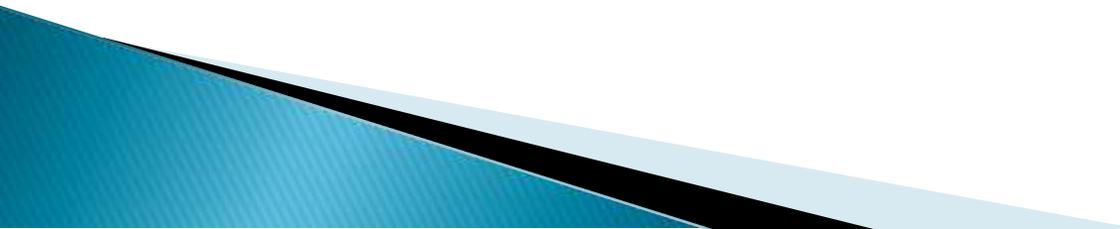
# Classification

- ▶ **Threshold competencies**
  - ▶ **Differentiating competencies**
  - ▶ **Conceptual capacity**
  - ▶ **Capacity to interact with people**
  - ▶ **Technical expertise**
  - ▶ **Core Competencies**
- 

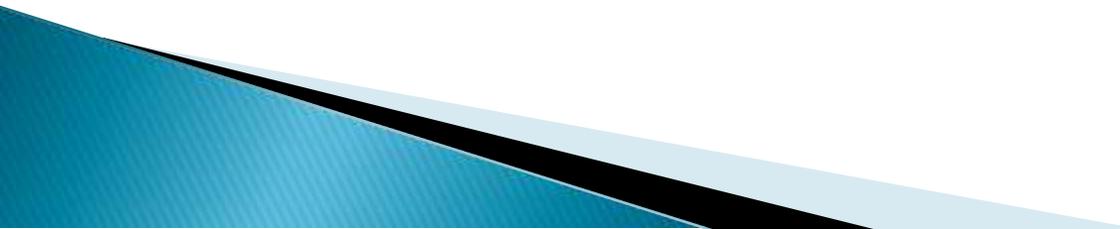
# competencies

- ▶ **Workplace Competencies**
  - ▶ **Organizational competencies**
  - ▶ **Personal competencies**
  - ▶ **Social competencies**
  - ▶ **Self-competencies**
- 

# Learning Organisations

- ▶ A **learning organization** is a company that facilitates the **learning** of its members and continuously transforms itself. The concept was coined through the work and research of **Peter Senge** and his colleagues.
  - ▶ A learning organization learns and encourages learning among its people, promoting exchange of information, and making people adaptable to new ideas and changes through a shared vision.
- 

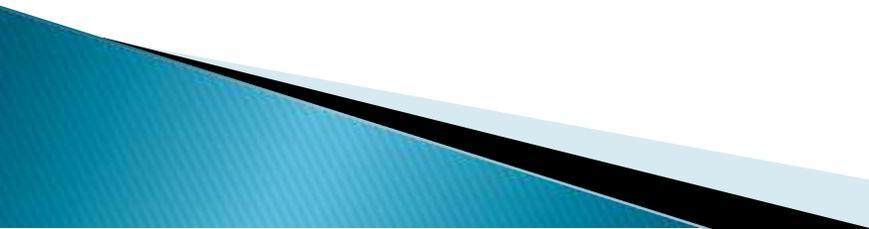
# Significance

- ▶ Learning organizations are ready for anything. They're effective, efficient, responsive and committed to continuous quality improvement. Find out how they do it.
  - ▶ *A learning organization evolves in developing the organizational capability to respond to changes.*
  - ▶ A learning organization supports the development process, skills and attitudes to improve performance in a competitive business situation
- 

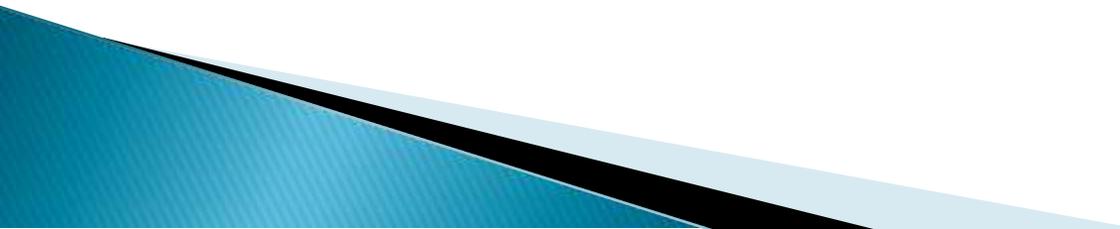
# Innovative organisation

- ▶ **The Innovative Organization** is a fresh take on corporate **innovation** that prepares managers and leaders to accept the challenges and opportunities of creating an enterprise
  - ▶ Capability to find an entrepreneurial opportunity
  - ▶ Development of the opportunity
  - ▶ Its execution .
  - ▶ **It takes a systematic approach to build a systemic capability—**
- 

# Innovation culture—Managerial role

- ▶ Innovation requires taking a certain level of risk—risk of failure
  - ▶ Employees need to be given the freedom to experiment and explore new opportunities.
  - ▶ encourage failure by celebrating it; global conglomerate Tata gives out a dare to try award to those with the “most novel, daring, and seriously attempted ideas that did not achieve the desired results.”
- 

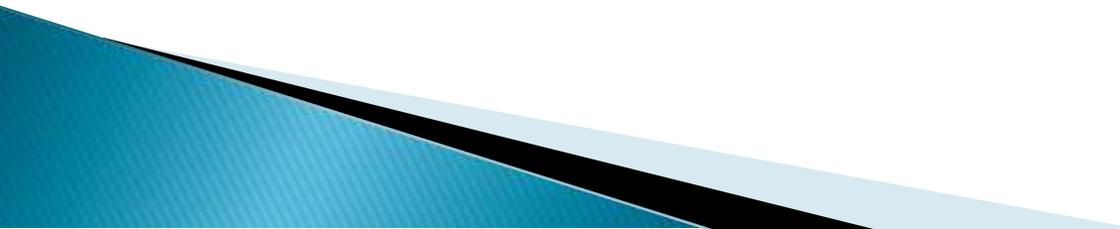
# Innovation Culture—Managerial role

- ▶ Provide a range of resources
  - ▶ Expose your employees to different ways of innovating and sourcing new ideas.—interact with other organisations / people
  - ▶ Offering incentives, bonus
  - ▶ Train Employees in Design Thinking—customer centric approach to brainstorming new ideas and solving problems is design thinking
- 

# Questions

- ▶ What do you mean by competencies.
- ▶ What are its types
- ▶ Define learning organisation
- ▶ What is innovative organisation?
- ▶ What is its significance
- ▶ What is managerial responsibility of Innovation organisation
- ▶

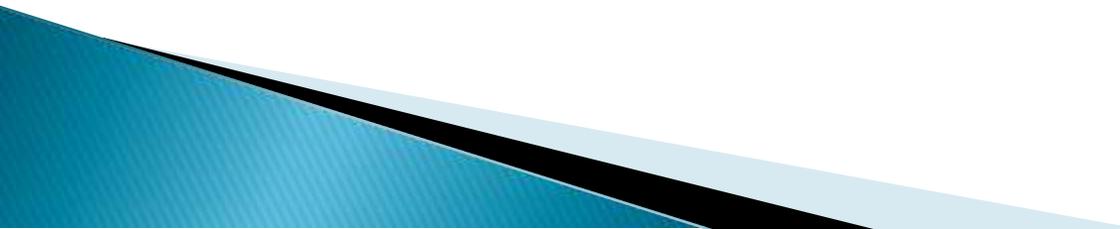
# Trends in HRM

- ▶ Engagement
  - ▶ HRIS
  - ▶ Changing pattern of employment
- 

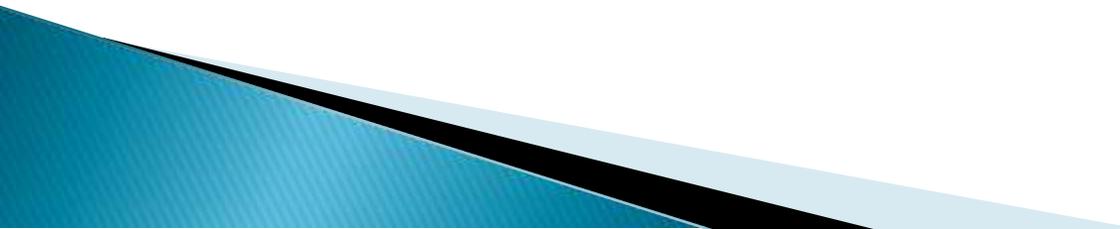
# Engagement

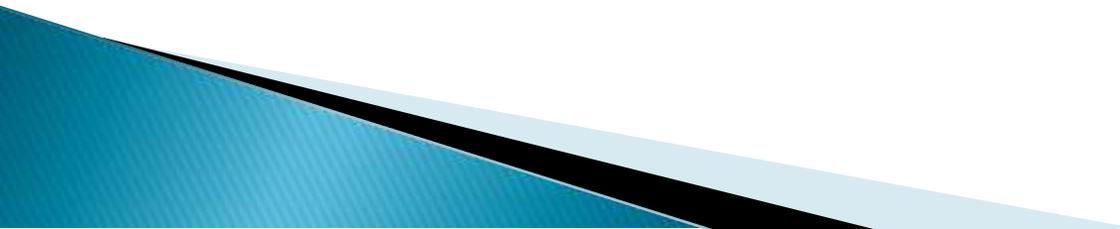
- ▶ Simon Sinek, the author of “Start With Why,”  
*“When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.”*
  - ▶ **Employee engagement** is the extent to which **employees** feel passionate about their jobs, interested in work and committed to the organization, and putting their 100% for organisation.
  - ▶ Emotional attachment of employee with the organization.
- 

# Features

- ▶ Concept 1<sup>st</sup> introduced by Dr. William Kahn.
  - ▶ Different than Employee Satisfaction.
  - ▶ Satisfaction is happiness
  - ▶ Emotional involvement of employee
  - ▶ Loyalty to organisation
  - ▶ Commitment to work
- 

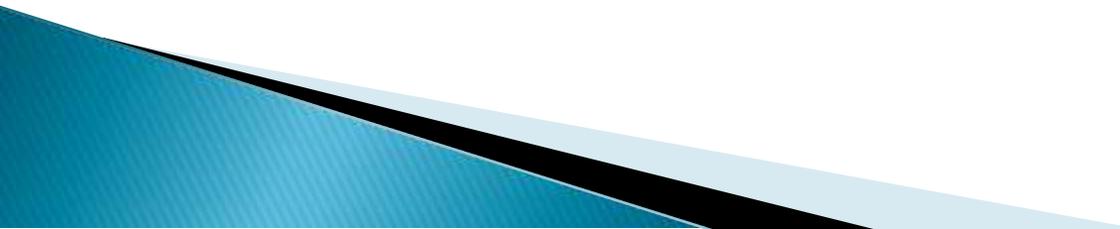
# Drivers

- ▶ Recognition
  - ▶ Rewards
  - ▶ Motivation
  - ▶ Succession planning
  - ▶ Career planning—development opportunities
  - ▶ Effective leadership
  - ▶ Comfort at workplace
  - ▶ Working conditions
- 

- ▶ Orientation
  - ▶ Flexibility
  - ▶ Performance appraisal
  - ▶ Work culture
  - ▶ Access to productivity
- 

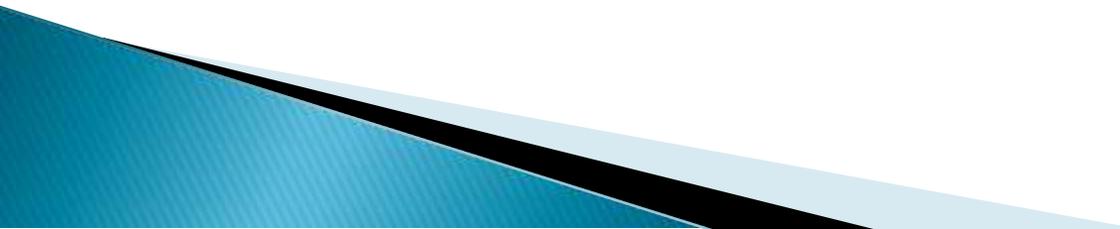
# Types of engagement

## 1. **Actively Disengaged :**

- ▶ unhappy
  - ▶ negative approach
  - ▶ bad for the organization
  - ▶ provoking and convincing the other employees to leave their jobs and move out of the organization.
- 

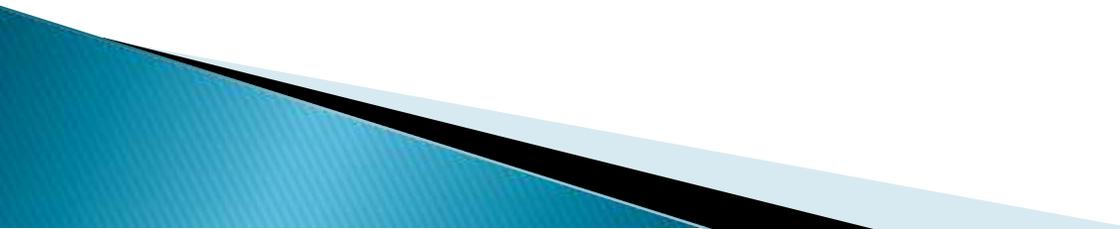
# Types-engagements

## 2. Engaged:

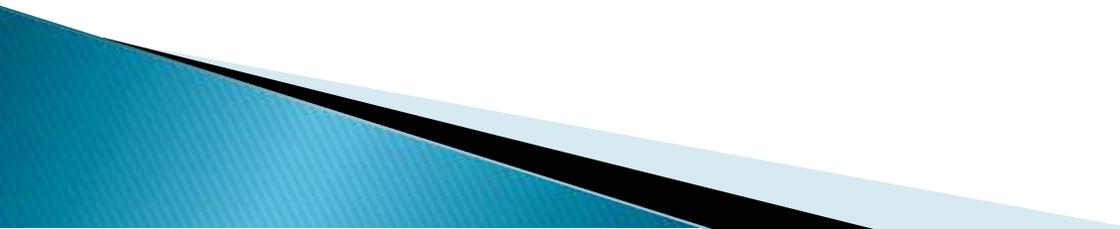
- ▶ Passionate
  - ▶ Spreading positivity
  - ▶ emotionally attached to Organisation
  - ▶ Optimistic
  - ▶ Betterment of Organisation
  
  - ▶ .
- 

# Types--Engagements

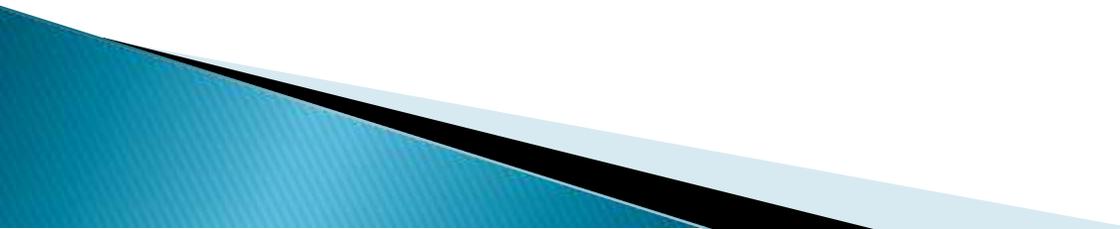
## 3. Not engaged:

- ▶ No passion
  - ▶ Lack of energy
  - ▶ Wait for instructions
  - ▶ Non proactive
  - ▶ No innovation
  - ▶ Neutral
- 

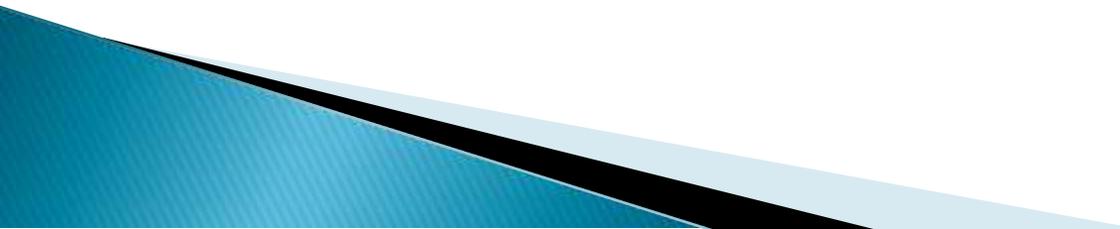
# HRIS/HRIMS

- ▶ Concept:
  - ▶ human resource information system or human resource management system (HRMS)
  - ▶ Managing human resources with information technology through HR software.
  - ▶ Use of digital technology for managing human resources
- 

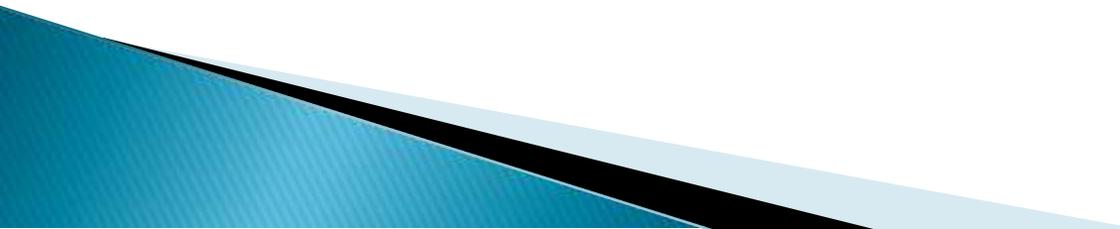
# Where you can use it

- ▶ Job requirement—Job description
  - ▶ Personnel requirement—Job specification
  - ▶ Recruitment
  - ▶ Payroll
  - ▶ Workflow
  - ▶ Safety of employees
- 

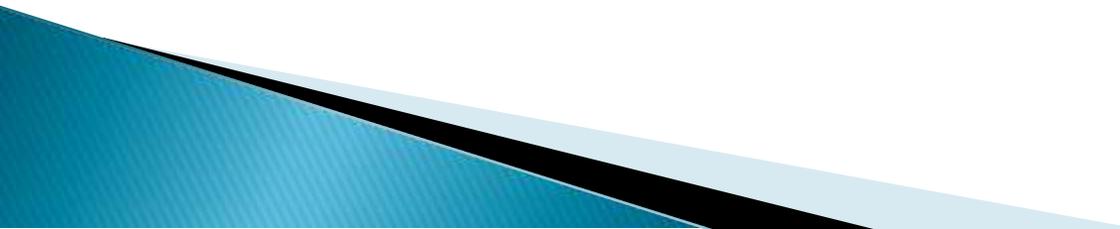
# Use / Application

- ▶ Placements
  - ▶ Transfers
  - ▶ Development
  - ▶ Training
  - ▶ Growth & expansion of business
- 

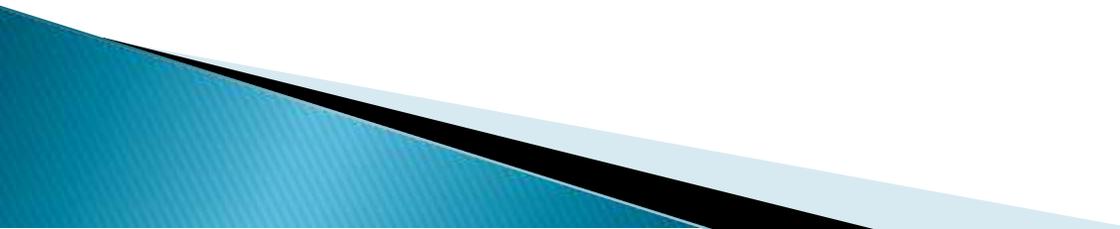
# Importance

- ▶ Better H R planning
  - ▶ Better placement strategy
  - ▶ Balance in organisation
  - ▶ Systematic growth
  - ▶ Justice to people
  - ▶ Less grievances
  - ▶ Proper budgeting of HR expenses
  - ▶ Increased productivity
- 

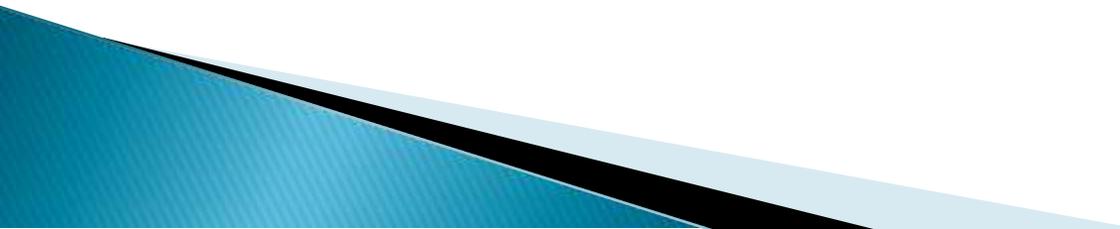
# Changing patterns of employment

- ▶ Online work
  - ▶ Unlimited working hours
  - ▶ Global employment
  - ▶ Outsourcing
  - ▶ Digital technology
  - ▶ More avenues
  - ▶ Career planning is key word
  - ▶ Working women concept established
- 

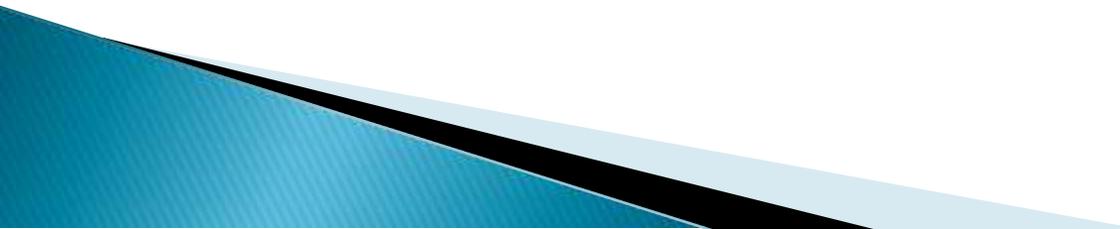
# Contd....

- ▶ No permanent jobs
  - ▶ No comfort zones
  - ▶ Job hopping
  - ▶ Stressful life
  - ▶ Location change
  - ▶ Training, development–key elements
  - ▶ Fast life
- 

# Effects

- ▶ **Positive–**
  - ▶ More efficiency at work place
  - ▶ Target Oriented approach
  - ▶ More profitability
  - ▶ Interested jobs
  - ▶ Change in role of women
  - ▶ Women at high positions
  - ▶ Progressive approach
- 

# Effects–contd...

- ▶ **Negative–**
  - ▶ No fixed schedule for life
  - ▶ Change in life style
  - ▶ Less physical activities
  - ▶ Stress in life
  - ▶ More stress to women
  - ▶ Change in family cycle
- 

# Questions

- ▶ What is employee engagement?  
explain its features with suitable examples.
  - ▶ What are the types of engagements of employee?
  - ▶ What is HRIS? Explain its importance.
  - ▶ How the pattern of employment has been changing
  - ▶ What are its effects on employees
- 