

**COVENANT UNIVERSITY  
NIGERIA**

*TUTORIAL KIT  
OMEGA SEMESTER*

**PROGRAMME: INDUSTRIAL  
RELATIONS & HUMAN  
RESOURCE MGT.**

**COURSE: IRH 222**

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# IRH 222: Human Resource Management

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## 1. What is human resource management?

HRM, Personnel Administration, Manpower Management, Personnel Management. It is a specialized field of management concerned with the development and effective utilization of HR so as to achieve corporate objectives. The Chartered Institute of Personnel Management “The design, implementation and maintenance of strategies to manage people for optimum business performance including the development of policies and process to support these strategies”. It covers a broad spectrum on the life of employees at work from “entry to final exit”. HRM is primarily concerned with how people are managed within organizations, focusing on policies and systems. Human resource management (HRM) is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations (Armstrong, 2009). HRM is: ‘The management of work and people towards desired ends.’ (Boxall et al., 2007). HRM is concerned with how organizations manage their workforce (Grimshaw and Rubery, 2007). HRM is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

## 2. What is the relevance of theory to the practice of HRM?

## 3. Why do we need effective HRM?

1. Rise in the cost of HRM
  1. Salaries takes 75% of the org. operating budget couple with fringe benefits
  2. Training and Development
  3. Staffing and Retention
2. The productivity crisis: due to
  1. Declining motivation to work
  2. Poor work attitude/unclear core values (*SIMCARDS*)
  3. Bad work ethics
  4. Govt or employer’s insensitivity to work
  5. Deteriorating standards of living
  6. Inequality in salary payment
  7. Purely labour intensive
3. Dissatisfaction and boredom at workplace
  1. Worklife has become boring both in public & private

2. No autonomy/freedom
3. Low creativity
4. low level of esteem for workers

**4. With the use of a diagram, highlights and explain succinctly the HR value chain**

**5. Identify and explain the Nature/Characteristics of HRM**

1. Concerned with managing people
2. Concerned with employee both as individual as well as group
3. Concerned with helping employee to develop their potentialities
4. Concerned with developing the maximum satisfaction of employees
5. It is continuous in nature
6. Directed towards achievement of objectives
7. Universal existence

**8. What are the core responsibilities of HRM?**

**9. identify and extensively discuss the aims of human resource management using the Nigeria context**

1. Organizational effectiveness (HRM makes a significant impact on firm performance through distinctive HR practice, staffing function, training, human resource planning, etc).
2. Human capital management (HC is the prime asset – the aim is to develop the inherent capacities of people). Consist of people who work in an organisation and the success of business depends on them. It is a combined intelligence, skills and expertise that gives the organisation its distinctive character
3. Employment protection (HRM makes a significant impact in supporting the interest of both the employees and employers}.
4. Reward management (HRM aims to enhance motivation, job engagement and commitment by introducing policies and processes that ensure that people are valued and rewarded appropriately
5. Knowledge Management: It is any process or practice of creating, acquiring, capturing, sharing and using knowledge, whenever it resides, to enhance learning and performance in organization (Scarborough et al 1999)

6. Employee relations (harmonious relationship between partners/parties)
7. Meeting diverse needs (HRM take into consideration individual and group differences in employment, personal needs, work style and aspirations, and the provision of equal opportunities.
8. Bridging the gap between rhetoric and reality (HRM is to bridge the gap – and to ensure that aspirations are translated to effective action)

**8. List and explain the various theories of human resource management known to you**

**9. What are the differences between Personnel management and HRM**

| S/N | Variables                               | Personnel management  | HRM   |
|-----|---|---|---|
| 1   | <b>Nature of Relations</b>              | <p>The focus is more on individualistic where individual interest is more than group interest.</p> <p>The relationship between management and employees are merely on contractual basis where one hires and the others perform</p>                                    | <p>1. HRM through a shared vision between management and staff create a corporate vision and mission which are linked to business goals and the fulfillment of mutual interest where the organization's needs are satisfied by employees and employees' needs are well-taken care by the organization.</p>  |
| 2   | <b>Relation of Power and Management</b> | <p>The distribution of power in personnel management is centralized where the top management has full authority in decision-making</p> <p>Even the personnel managers are not even allowed to give ideas or take part in any decision which involves "employees".</p> | <p>3. Sees the decentralization of power where the power between top management is shared with middle and lower management groups.</p> <p>4. Employees play an important role together with line and HR managers to make collective and mutual decisions</p> <p>5. HRM focuses more on TQM approach as part of a team management with the involvement and participation of management and employees with shared power and authority</p> |
| 3   | <b>Leadership management role and</b>   | <p>emphasizes much on leadership style which is very transactional</p> <p>This style of leadership merely sees the leader as a task-oriented person.</p> <p>This leader focuses more on procedures that must be followed</p>  | <p>4. HRM creates leaders who are transformational.</p> <p>5. This leadership style encourages business objectives to be shared by both employees and management.</p> <p>6. Here, leaders only focus more on people-oriented and importance on rules, procedures and regulations are eliminated and replaced with shared vision; corporate culture and missions; trust and flexibility</p>  |
| 4   | <b>Contract of employment</b>           | <p>employees contract of employment is clearly written and employees</p>  | <p>4. does not focus on one-time life-long contract where working hours and other</p>   |

|   |                                    |  |   |
|---|------------------------------------|--|---|
|   |                                    | must observe strictly the agreed employment contract.  | terms and conditions of employment are seen as less rigid   |
|   |                                    | The contract is so rigid that there is no room for changes and modifications.  | 5. The new "flexible approach" encourages employees to choose various ways to keep contributing their skills and knowledge to the organization.   |
|   |                                    | There is no compromise in written contracts that stipulates rules, regulations, job and obligations.                   | 6. HRM, with its new approach, has created flexi-working hours, work from home policies and not forgetting the creation on "open contract" system that is currently practiced by some multinational companies |
| 5 | <b>Pay policies and job design</b> | The pay value is based on the ability to perform the task and duties as per the employment contract requirement only   | 5. HRM, on the contrary, encourages organizations to look beyond pay for functional duties  |
|   |                                    | It does not encourage value-added incentives to be paid out.   | 6. the pay is designed to encourage continuous job performance and improvement which is linked to value-added incentives such as gain sharing schemes, group profit sharing and individual incentive plans.   |
|   |                                    | The contract is so rigid that there is no room for changes and modifications.  |   |
|   |                                    | There is no compromise in written contracts that stipulates rules, regulations, job and obligations.                   |   |
| 6 | <b>People Management</b>           | This a traditional approach of managing people in the organization.  | 1. is a modern approach of managing people and their strengths in the organization.   |
|   |                                    | It focuses on administrative tasks. E.g. filing and keeping records  | 2. focuses on acquisition, development, motivation and maintenance of human resources in the organization.  |
|   |                                    | Personnel management assumes people as input for achieving desired output.   | 3. assumes people as an important and valuable resource for achieving desired output.   |
| 7 | <b>Nature of Task</b>              | Under personnel management, job design is done on the basis of division of labor (individualistic).                    | 1. Under human resource management, job design function is done on the basis of group work/team work.   |
|   |                                    | Monitoring   | 2. Nurturing  |
| 7 | <b>Nature of Decision making</b>   | In personnel management, decisions are made by the top management as per the rules and regulation of the organization. | 1. In human resource management, decisions are made collectively after considering employee's participation, authority, decentralization, competitive environment etc.  |
|   |                                    | Level of decision is slow  | 2. Level of decision is fast  |

|    |                                 |  |  |
|----|---------------------------------|--|--|
| 8  | <b>Training and Development</b> | Under personnel management, employees are provided with less training and development opportunities.               | <ol style="list-style-type: none"> <li>1. Under human resource management, employees are provided with more training and development opportunities.</li> <li>2.</li> </ol>   |
| 9. | <b>Nature of Activities</b>     | <p>Personnel management is a routine function.</p> <p>Personnel management is concerned with personnel manager</p> | <ol style="list-style-type: none"> <li>5. Human resource management is a strategic function. It allows creativity, innovation and flexibility</li> <li>6. Human resource management is concerned with all level of managers from top to bottom.</li> </ol> |

1. a. What is motivation?

b. Why do we need to motivate employees in the workplace?

1. What are the differences in the practices of HRM in both public and private sectors?

| S/N | Variables                        | Public sectors   | Private sectors  |
|-----|----------------------------------|--|--|
| 1   | <b>Recruitment and Selection</b> | <ol style="list-style-type: none"> <li>2. Political and Ethnic Consideration</li> <li>3. God-fatherism, Tribalism</li> <li>4. And many more which outweighs MERIT consideration</li> </ol>                         | <ol style="list-style-type: none"> <li>5. More objective and fairly done</li> <li>6. Employs qualified and competent workforce</li> <li>7. More of merit than ascribed status</li> </ol> |
| 2   | <b>Salaries and Wages</b>        | <ol style="list-style-type: none"> <li>8. A new entrant is placed on existing and established govt scheme</li> <li>9. There is a salary scale</li> <li>10. It does not give room for salary negotiation</li> </ol> | <ol style="list-style-type: none"> <li>1. Salaries are negotiated depending on the candidate's skills, education and experience</li> </ol>   |
| 3   | <b>Promotion</b>                 | <ol style="list-style-type: none"> <li>2. This is done based on seniority</li> <li>3. It is determined by the no of years spent</li> <li>4. It has little or no element of bias and favouritism</li> </ol>         | <ol style="list-style-type: none"> <li>1. This is determined by individual performance and productivity</li> <li>2. More of favouritism</li> </ol>                                       |

|   |  |     |   |     |   |
|---|--|-----|---|-----|---|
| 4 | <b>Structure and Sizes</b>             | 3.  | Size is large   | 1.  | the size could be small, medium and large                                     |
|   |  | 4.  | Co-ordination of activities is complex  | 2.  | They strive to survive by coordinating/ monitoring activities                 |
|   |  | 5.  | They have headquarters in Abuja and have offices in various states  | 3.  | They ensure uniformity in their HRM programmes                                |
|   |  | 6.  | They rarely know what goes on each state  |     |   |
| 5 | <b>Retirement</b>                      | 4.  | Compulsory retirement as a result of personal hatred, envy/jealousy as a result of reducing the no of those whose tribes are over-represented | 1.  | compulsory retirement is not so common except as a punishment for wrong doing |
| 6 | <b>Staff Discipline</b>                | 2.  | Discipline is exercised but not efficient   | 5.  | Disciplinary action is fast   |
|   |  | 3.  | Maybe that is why we have high level of corruption and financial recklessness, misappropriation   | 6.  | Discipline is efficiently exercised because of the profit oriented motive     |
|   |  | 4.  | Disciplinary action is slow, i.e it takes time  | 7.  | Prevent unproductive and unethical behaviours                                 |
| 7 | <b>Payment of gratuity and pension</b> | 8.  | Civil service scale   | 11. | Payment is faster in private than the public                                  |
|   |  | 9.  | No of years spent   |     |   |
|   |  | 10. | Though payment may be delayed   |     |   |
| 7 | <b>Welfare services</b>                | 12. | Effectively done  | 13. | it is in action but not at the detriment of maximizing profit                 |
| 8 | <b>Leadership style</b>                | 14. | Democratic and lassiez faire  | 15. | Purely Autocratic   |

**12. Explain the motivational theories known to you**

**13a. What is work ethics?**

Ethics is a collection of values and behaviours which people feel are moral and appropriate in the workplace, it is the name we give to our values or good behaviour. Ethics are the values an organization demonstrates in its goals, policies and practices- are the heart of any workplace

culture. The cost of unethical behaviour can be staggering, more than half of the 10 largest corporate bankruptcies since 1980- such as WorldCom, Lehman Brothers and some other Nigerian businesses- resulted from unethical business practices. Businesses that have ethical workplace cultures outperform their competitors and peers. Ethics is a matter of using integrity-based decision-making procedures to guide your decisions and actions, being ethical involves acting morally right, being honest, not cheating your employer, colleagues, avoid harassments, inappropriate use of the internet and outside-of-work activities, etc.

**13b. Explain explicitly the traits in Work ethics performance:**

The following ten areas of work ethics traits and performance standards are expected in a workplace;

1. Punctual Attendance as it is the cornerstone of advancement.
2. Character- high level of commitment to work, demonstrate trustworthiness, dependability and initiative.
3. Loyalty being a goodwill ambassador, and keeping company secrets
4. Honesty is valuable, not lying nor cheating.
5. Trustworthiness –dependability and reliability.
6. Initiative- motivated, enthusiastic, industrious, hardworking, beyond the “call of duty”
7. Self-discipline and Self-responsibility and being able to make the best choices amongst alternatives.
8. Teamwork
9. Appearance in smell, cleanliness and mannerisms
10. Attitude a possibility mentality, positive attitude to colleagues, supervisors and to the work itself.
11. Productivity-maintain equipment and supplies, conserves materials and stay on task and utilize time constructively.
12. Organizational skills-prioritize and manage time and stress effectively, demonstrate flexibility in adapting to changes.
13. Communication- communicate in a professional and courteous manner, good technology etiquette and listen attentively to others.
14. Cooperation- convey a willingness to assist others, display leadership skills, demonstrate problem-solving capability.
15. Respect-treat everyone with respect, do not engage in any kind of harassment, deal with cultural diversity fairly.

**14. As an expert in HRM, how can you encourage and bring out the best from your employees?**

**15a. What are the major factors that demonstrate a strong work ethic?**

A strong work ethic is vital to a company achieving its goals. Every employee from CEO-to entry level workers, must have a good work ethic to keep the company functioning at its peak. Certain factors come together to create a strong work ethic, and these include;

1. Integrity: this stretches to all aspects of the employee’s job, an employee with integrity fosters trusting relationships with clients, co-workers and supervisors, as colleagues trust the employee’s ability to give honest feedback, clients trust the employee’s advice, supervisors rely on the employee’s high moral standards.
2. Sense of Responsibility: a strong sense of responsibility affects how an employee works and the amount of work put in, when the employee feels personally responsible for his/her job performance, he/she shows up on time, puts in his/her best effort and completes project to the best of his/her ability.
3. Teamwork: most employees have to work together to meet a company’s objectives, the employee respects his/her peers, deliver quality work, and helps a team to meet its goals and also the company’s goals.

4. **Emphasis on Quality:** some employees do only the bare minimum, just enough to keep their job intact, employees with a strong work ethic care about the quality of their work. They do their best to produce great work, not merely churn out what is needed. The employee's commitment to quality improves the company's overall quality and productivity.
5. **Discipline:** it takes a certain level of commitment to finish your tasks everyday. An employee with good discipline stays focused on the goals and is determined to complete assignments. These employees show a high level of dedication to the company, always ensuring they do their part.

#### **15b. Importance of work ethics**

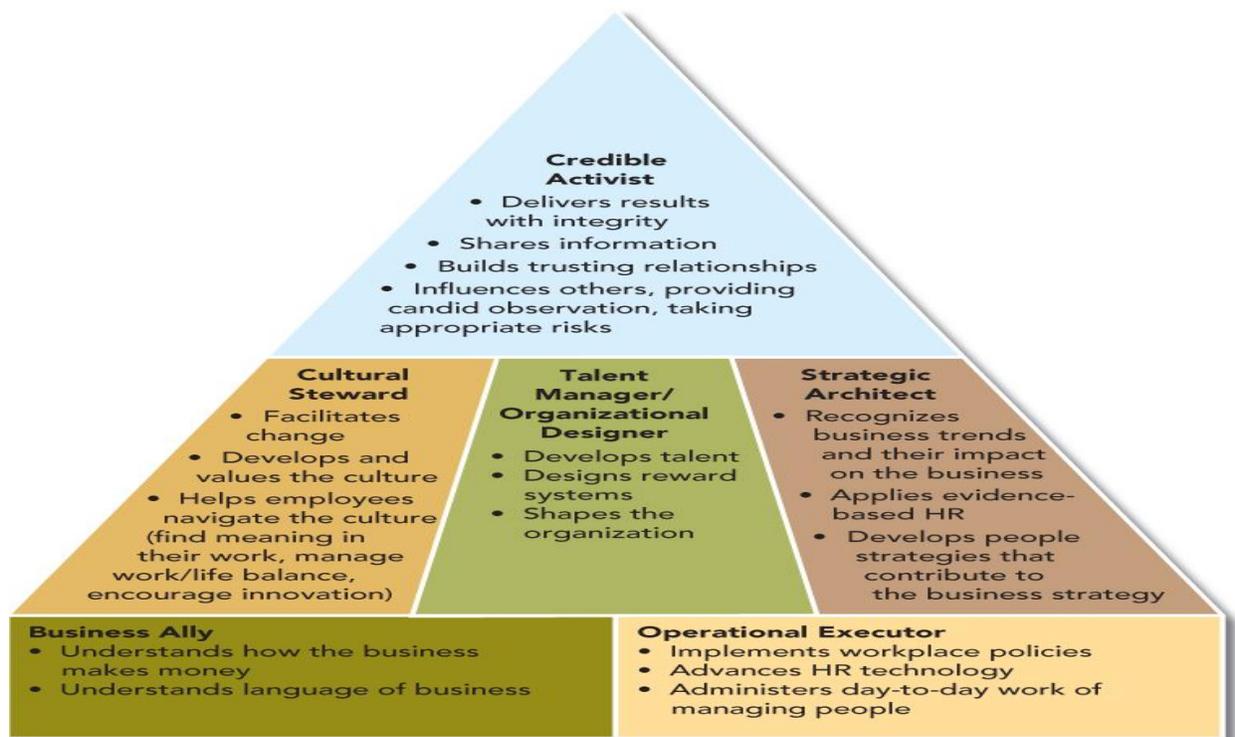
1. Workplace ethics is important as employers risk losing customers, profits, valuable employees and even more.
2. Lower legal risk, increased legal compliance, rule-following, heavy penalties on employers/companies can be avoided.
3. Workplace ethics deters misconduct, avoids conflict of interest, keeps everyone honest, provides guidelines for resolving sensitive issues, and makes it clear that all employees are responsible for unethical behaviour.
4. Workplace ethics is needed alongside strategy to achieve organization's objective of profit, growth and competitive edge, as a valuable workforce is hard to replicate and it can therefore lead to the achievement of the other company goals.

#### **16. Explain the scope of HR functions using various examples.**

#### **17. What are the Skills of HRM Professional?**

With such varied responsibilities, the human resource department needs to bring together a large pool of skills. These skills fall into the six basic categories:

1. **Credible activists** – being so well respected in the organization that you can influence the positions taken by managers.
2. **Cultural steward:** involves understanding the organization's culture and helping to build and strengthen or change that culture by identifying and expressing its values through words and actions
3. **Talent manager/ organizational designer:** knows the ways that people join the organization and move to different positions within it
4. **Strategy architect:** requires awareness of business trends and an understanding of how they might affect the business, as well as the opportunities and threats they might present.
5. **Business allies** – know how the business makes money, who its customers are, and why customers buy what the company sells
6. **Operational executors:** at the most basic level carry out particular HR functions such as handling the selection, training, or compensation of employees.



18. What do you understand by Employee Training and Development?

19. What do you understand by Recruitment and Selection?

**Recruitment**

Recruitment is the process of looking for the right personnel in internal and external labor markets. It involves making contact with potential employees in the various labor markets through newspaper adverts and employment agencies. (ObasanKehinde&Peleyeju J.O.2004).Recruitment is understood as the process of searching for and obtaining applicants for the jobs, from among whom the right people can be selected. (Johnson & Scholes, 2009).

***Purpose and importance of recruitment:***

1. Determine the present and future requirements of the organization in conjunction with its personnel-planning and job analysis activities.
2. Increase the pool of job candidates at minimum cost.
3. Help increase the success rate of the selection process by reducing the number of visibly under qualified or overqualified job applicants.
4. Help reduce the probability that job applicants, once recruited and selected, will leave the organization only after a short period of time.
5. Meet the organization’s legal and social obligations regarding the composition of its work force.

6. Begin identifying and preparing potential job applicants who will be appropriate candidates.
7. Increase organizational and individual effectiveness in the short term and long term.
8. Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants.

### ***Recruitment Process***

The process comprises five interrelated stages, viz:

1. Planning.
2. Strategy development.
3. Searching.
4. Screening.
5. Evaluation and control.

### ***Sources of Recruitment***

**1. INTERNAL:** The positions are filled with employees of the firm who are either occupying other positions, but possess the required skills and knowledge or who are promoted from a junior position

**2. EXTERNAL:** This is when the application is obtained from outside the firm. This can be through

1. Advertizing
2. Employment agencies
3. Recommendation of present employees
4. School and colleges
5. Labour union
6. Casual applicants
7. Seconded personnel

### **Selection**

1. Selection is defined as the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job. Selection is basically picking an applicant from (a pool of applicants) who has the appropriate qualification and competency to do the job.

### ***Selection Process***

1. Preliminary interview
2. Selection test
3. Interview
4. Reference check

5. Selection Decision
6. Physical or medical examination
7. Job offer
8. Contract of employment
9. Concluding selection process
10. Evaluation of selection program

**20. Explain extensively the relationship between induction and orientation**