

CHANGING LANDSCAPE OF MANAGEMENT: AN EMPIRICAL STUDY**Saheb Singh Sandhu*, Dr. Sudhir Kumar Moudgal, Advocate****

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Adjunct Faculty-cum-Research Guide, Management,
JJT University, Jhunjhunu (Rajasthan)**INTRODUCTION**

It is rightly said that the management is an art which can be applied according to the requirement of circumstances with the skill and knowledge of the person who applies. It is such an activity which is done by everybody in this world and in all times. Living the life itself is a full-time management activity because we are always managing the circumstances and adjusting ourselves living our lives. The art of management has existed since the very beginning of the human civilization. Here, in this paper, the scholar is discussing about the Changing Landscape of Management in the Business World. For managing any business activities Human Resources are the most essential and important resource to manage other non-human resources for desired output and this paper makes a quick review of how management has changed in the course of time.

PERSONNEL MANAGEMENT: THE NEED OF THE HOUR

Traditionally the term personnel management was used to refer to the set of activities concerning the workforce which included staffing, payroll, contractual obligations and other administrative tasks. In this respect, personnel management encompasses the range of activities that are to do with managing the workforce rather than resources. Personnel Management is more administrative in nature and a Personnel Manager's main job is to ensure that the needs of the workforce, as they pertain to their immediate concerns, are taken care of. Further, personnel managers typically play the role of mediators between the management and the employees. It includes the trends like conducting job analyses, planning personnel needs, recruitment, selecting the right people for the job, orienting and training, determining and managing wages and salaries, providing benefits and incentives, appraising performance, resolving disputes, communicating with all employees across different levels.

TRENDS OF PERSONNEL MANAGEMENT CHANGED INTO HRD/ HRM

As the systems developed with the change of the mindset of employers and employees, the problems related to Industrial Relations declined, managers could pay attention towards the overall growth, which included the individuals as well as the organization as whole, rather it was felt that the development and growth of the individuals working in an organization will only pave the way of the development of any organization and the concept of Human Resources Development came into light.

The Human Resources Development (HRD) can be better defined as the framework for helping employees develop their personal and organizational skills, knowledge, and abilities.

HUMAN RESOURCE MANAGEMENT

With the advent of resource-centric organizations in recent decades, it has become imperative to put "people first" as well as secure management objectives of maximizing the ROI (Return on Investment) on the resources. In this way, HRM differs from personnel management not only in its broader scope but also in the way in which its mission is defined. HRM goes beyond the administrative tasks of personnel management. The people of Personnel Department used to behave like Policeman with other employees of the organization and pretended superior to others, but in the changed environment of HRM this

Department has become more as a service provider or supporting department to other functional departments of an organization. Changed terminology under HRM is mentioned as under:

RECRUITMENT TO TALENT ACQUISITION:

Recruitment used to be a primary as well as an inevitable activity of Personnel Management recruitment of manpower. Advertisement of vacancies was published in newspapers. The candidates used to send their applications through postal services. Call letters for interview to the candidates were sent manually after short listing. The manual process of recruitment and selection was time consuming.

Recruitment has been replaced by Talent Acquisition process under HRM. Talent acquisition is the process of finding and acquiring skilled human resources for an organization. The talent acquisition team within a company is responsible for finding, acquiring, assessing, and hiring candidates. The trend prevailing in the market for talent acquisition is through portal and human resources consultants, which is faster than the postal services of the olden days. Now the applications of the candidates can be received within seconds through email and interviews can be conducted over phone or through video conferencing without making the candidate travel.

Talent Acquisition as a function of HRM has become a different activity than before. Talent acquisition professionals are skilled not only in sourcing tactics and candidate assessment but also in employment branding practices and corporate hiring initiatives. Talent acquisition as a function has become closely aligned with Marketing and Public Relations as well as Human Resources.

Talent Management: Talent management is the commitment of an organization to recruit, retain, and develop the most talented and superior employees available in the job market. It comprises all of the work processes and systems that are related to retaining and developing a superior workforce.

TRAINING & DEVELOPMENT:

Traditional Approach – Most of the organizations before never used to believe in training. They were holding the traditional view that managers are born and not made. There were also some views that training was a very costly affair and not worth. Organizations used to believe more in executive pinching. But now the scenario seems to have drastically changed.

MODERN APPROACH:

In the new concept of HRM the emphasis on training and Development of manpower is more than the time of Personnel Management. In modern times almost every organization has an exclusive Training Department which could be labeled as Training & Learning Department also. Now every employer wants that no employee should leave the organization and if they are less skillful, their skills and knowledge are enhanced by providing them training through in-house organized learning sessions. It is inevitable for almost all the employees irrespective of their level and designation to undergo the training process for quality management and control. It has a subsystem of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in a structured format.

Performance Management: Performance management is the systematic process by which an agency involves its employees as individuals and members of a group in improving the organizational effectiveness in the accomplishment of agency mission and goals.

PERFORMANCE APPRAISAL:

Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development.

STATUTORY COMPLIANCES:

Significance and Changing Ways Under Modern Management: For every business establishment it is mandatory to comply with the statutory requirements under various Labour Laws. In modern management system the statutory compliances are the functions of HR Department which was earlier known as Personnel Department. Earlier it was done manually and it involved a lot of paper work.

Now, there is no need of doing heavy paper work and keep record in files of HR Department because with the help of computer and internet complete data is maintained digitally and kept updated on internet. The employees are also provided knowledge about their statutory deductions and benefits during their induction programmes. Now the concerned employees can also see their details with the help of internet which was not there earlier. In the present management system there is trend of outsourcing the work of statutory compliances.

INDUSTRIAL RELATIONS:

Industrial relations can be called as relationship between worker and worker or worker and employer. There has been a tremendous change in the Industrial relations. Earlier there was a wide gap between employer and employee, a manager and worker, but now in the era of modern management that gap has been narrowed down. Now the workers and employers take their lunch in a common dinning hall and share their views with each other. Face to face suggestions are exchanged.

Human Resources Audit: A Human Resources Audit is a comprehensive method to review current human resources, policies, procedures, documentation and systems to identify needs for improvement.

Human Resources Management Information System: A human resource management system (HRMS) or human resource information system (HRIS) refers to the systems and processes at the intersection between human resource management and information technology. It merges HRM as a discipline and in particular its basic HR activities and processes with the information technology field, whereas the programming of data processing systems evolves into standardized routines and packages of enterprise resource planning (ERP) software. On the whole, these ERP systems have their origin in software that integrates information from different applications into one universal database. Currently human resource management information systems encompass:

1. Payroll Management
2. Leave record of employees
3. Time and attendance record
4. Performance Appraisal report
5. Information of punishment and rewards
6. Benefits administration
7. HR management information system
8. Recruiting/Learning management
9. Performance record
10. Employee self-service
11. Scheduling
12. Absence management

GLOBALIZATION AND CHANGED TRENDS OF BUSINESS MANAGEMENT :

Globalization is the tendency of businesses, technologies, or philosophies to spread throughout the world or the process of making this happen around the world. Now-a-days there are no boundaries for business; people of one country have their business establishments in another countries. Earlier neither people were ready to go out of their own country nor the governments were allowing to do so, but now in the changed trends of doing business this mindset of people across the world has changed and the governments are inviting people to open their business in their countries e.g. India, China, UAE, Japan, Singapore, Malasia, Hongkong and many more. Due to globalization people have awakened towards the quality of products and services in business. Various quality management systems have been adopted by the business establishments as enumerated below:

ISO:

ISO (International Organization for Standardization) is the world's largest developer of voluntary International Standards. International Standards give state of the art specifications for products, services and good practice, helping to make industry more efficient and effective. There are several series of ISO

Standards specified for different industries and process separately.

Six Sigma: Six Sigma is a disciplined, data-driven approach and methodology for eliminating defects in any process – from manufacturing to transactional and from product to service.

Kaizen: Kaizen was created in Japan following World War II. The word Kaizen means "continuous improvement". It comes from the Japanese words ("kai") which means "change" or "to correct" and ("zen") which means "good". Kaizen is a system that involves every employee. Everyone is encouraged to come up with small improvement suggestions on a regular basis. This is not a periodical activity rather it is continuous. Kaizen is based on making little changes on a regular basis: always improving productivity, safety and effectiveness while reducing waste. Kaizen is based on making changes anywhere that improvements can be made. Quality circles, automation, suggestion systems, just-in-time delivery, Kanban and 5S are all included within the Kaizen system of running a business. Kaizen involves setting standards and then continually improving on those standards.

NABH:

National Accreditation Board for Hospitals & Healthcare Providers is a constituent board of Quality Council of India, set up to establish and operate accreditation programme for healthcare organizations. They have designed an exhaustive healthcare standard for hospitals and healthcare providers. This standard consists of stringent 600 plus objective elements for the hospital to achieve in order to get the NABH accreditation. These standards are divided between patient-centered standards and organization-centred standards.

NABL:

National Accreditation Board for Testing and Calibration Laboratories is an autonomous body under the aegis of Department of Science & Technology, Government of India, and is registered under the Societies Act. NABL has been established with the objective to provide Government, Industry and Society in general with a scheme for third-party assessment of the quality and technical competence of testing and calibration laboratories. Government of India has authorized NABL as the sole accreditation body for Testing and Calibration laboratories.

RETAIL AND LOGISTICS MANAGEMENT:

As the result of globalization the concept of Retail Management has flourished across the globe and subsequently the Logistics Management has made its space in place of Traditional Store Management and Transportation. The Logistics Management is done not only in the Retail Management, but in the Production Management also the Logistics Supply and Support is an essential part of the Management. Some common trends observed in Retail and Logistics Management is as detailed below:

WAREHOUSING:

Warehousing means storing and preserving of goods according to their nature and requirement.

INVENTORY CONTROL AND MANAGEMENT:

Keeping the overall costs of goods associated with having inventory as low as possible without creating problems. Following are the main methods of inventory control:

Min-Max Plan

Two Bin System

ABC Analysis

JIT : Just in Time

FIFO : First In First Out

LIFO: Last In First Out

In retail and logistics management in order to ensure the timely supply of goods and saving cost of warehousing the manufacturers and retailers use the tracking system called GPS (Global Position System) for locating present place and anticipating arrival time during transportation.

Trends adopted in Production Management by the manufacturers and Logistics Services Providers are Supply Chain Management, Milk Run Transportation, and Lease Booking by Rail Transportation. These

trends are used to save the cost and time of transportation. Sometimes to transport the small consignments, but essential for manufacturing process “Hand Carry by Air transportation” is adopted but this is used when cost is not taken care and only the importance of material is considered on the manufacturing line. Several other trends which are in practice in the market to manage the business activities are:

BPO: Business Process Outsourcing is the process of hiring another company to handle business activities for you.

3PL: A 3PL (third-party logistics) is a provider of outsourced logistics services. Logistic services encompass every thing that involves management of the way resources are moved to the areas where they are required. The term comes from the military.

In business, 3PL has a broad meaning which can be applied to any service contract that involves storing or shipping things. A 3PL service may be a single service such as transportation or warehouse storage or it can be a system-wide bundle of services capable of managing the entire supply chain.

The term 3PL was originally coined to differentiate logistic providers who used the Internet to enhance their services from those that did not.

4PL: Arrangement in which a firm contracts out its logistical operations to two or more specialist firms (the third party logistics) and hires another specialist firm (the fourth party) to coordinate the activities of the third parties.

KPO: Knowledge Processing Outsourcing (popularly known as a KPO), calls for the application of specialized domain pertinent knowledge of a high level. The KPO typically involves a component of Business Processing Outsourcing (BPO), Research Process Outsourcing (RPO) and Analysis Proves Outsourcing (APO). KPO business entities provide typical domain-based processes, advanced analytical skills and business expertise, rather than just process expertise. KPO Industry is handling more amount of high skilled work other than the BPO Industry. While KPO derives its strength from the depth of knowledge, experience and judgment factor; BPO in contrast is more about size, volume and efficiency.

Business Networking: It is a socioeconomic act to create opportunity to do business by the businessmen who establish their business at more than one place and provide the services or goods to the people of society in similar fashion and quality.

On Contract basis: In order to save time and cost large business houses manage their business activities through contractors and assign the complete or part of business activities to the contractor and get the work done within a stipulated time period on payment of a lump sum amount. In this way the principal business organization can save the cost of certain liabilities which become mandatory by having the manpower on its own roll.

Flexi time: A system of work which allows employees to start and finish work between flexible ranges of agreed hours, so long as they work a set amount of hours each day or week. For example, an employee may be required to work eight hours a day, but may start work at any time between 7 am and 9 am and finish work of eight hours later, between 3 pm and 7 PM.

Work From Home: In this era of industrialization and technology the space of offices has decreased due to increased business activities, manpower and equipments at work places, so the management of several organizations have found a solution of this problem by segregating those activities which not require physical presence of an employee. So, the employees doing such activities are given daily target and allowed to work from home. In such category come all those works which can be done with the help of computer, internet and a telephone, without being with other members of the staff.

Joint Venture:

A joint venture: JV is a business agreement in which the parties agree to develop, for a finite time, a new

entity and new assets by contributing equity. They exercise control over the enterprise and consequently share revenues, expenses and assets.

Collaboration: Cooperative arrangement in which two or more parties work jointly towards a common goal. Such as:

KNOWLEDGE MANAGEMENT (KM):

Effective method of transferring 'know how' among individuals, therefore critical to creating and sustaining a competitive advantage and Negotiations: Conflict resolution strategy that uses both assertiveness and cooperation to seek solutions advantageous to all parties.

MERGERS AND ACQUISITIONS:

A general term used to refer to the consolidation of companies. A merger is a combination of two companies to form a new company, while an acquisition is the purchase of one company by another in which no new company is formed.

Conclusion: The trends of management have been changing since beginning. Management is an ongoing and unending process in every field. The development of trends in management is always according to requirements of business and prevailing circumstances in market.

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