INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

IJRCM

IJRCM

CONTENTS

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT ii

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

http://ijrcm.org.in/

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography: Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work**/**manuscript** *anytime* in *M.S. Word format* after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website (*FOR ONLINE SUBMISSION, CLICK HERE*).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1.   **COVERING LETTER FOR SUBMISSION**:

                                                                            DATED: _____

THE EDITOR

IJRCM

Subject: **SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.**

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled '_____' for possible publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to their inclusion of names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR	:
Designation	:
Institution/College/University with full address & Pin Code	:
Residential address with Pin Code	:
Mobile Number (s) with country ISD code	:
Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No)	:
Landline Number (s) with country ISD code	:
E-mail Address	:
Alternate E-mail Address	:
Nationality	:

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT v

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

http://ijrcm.org.in/

NOTES:

a) The whole manuscript has to be in *ONE MS WORD FILE* only, which will start from the covering letter, inside the manuscript. *pdf. version is liable to be rejected without any consideration*.

b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail**:

New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/Education/Psychology/Law/Math/other, please specify)

c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.

d) The total size of the file containing the manuscript is expected to be below **1000 KB**.

e) **Abstract alone will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.

f) *The journal gives acknowledgement w.r.t. the receipt of every email within twenty four hours* and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.

g) The author (s) name or details should not appear anywhere on the body of the manuscript, except the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.

2. **MANUSCRIPT TITLE**: The title of the paper should be **bold typed**, **centered** and **fully capitalised**.

3. **AUTHOR NAME (S) & AFFILIATIONS**: Author (s) **name**, **designation**, **affiliation** (s), **address**, **mobile/landline number** (s), and **email/alternate email address** should be given underneath the title.

4. **ACKNOWLEDGMENTS**: Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.

5. **ABSTRACT**: Abstract should be in **fully italicized text**, ranging between **150** to **300 words**. The abstract must be informative and explain the background, aims, methods, results & conclusion in a **SINGLE PARA**. *Abbreviations must be mentioned in full*.

6. **KEYWORDS**: Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations.

7. **JEL CODE**: Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aeaweb.org/econlit/jelCodes.php, however, mentioning JEL Code is not mandatory.

8. **MANUSCRIPT**: Manuscript must be in *BRITISH ENGLISH* prepared on a standard A4 size *PORTRAIT SETTING PAPER*. *It should be free from any errors i.e. **grammatical, spelling** or **punctuation.** It must be thoroughly edited at your end*.

9. **HEADINGS**: All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.

10. **SUB-HEADINGS**: All the sub-headings must be bold-faced, aligned left and fully capitalised.

11. **MAIN TEXT**:

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:

INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESIS (ES)

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

LIMITATIONS

SCOPE FOR FURTHER RESEARCH

REFERENCES

APPENDIX/ANNEXURE

The manuscript should preferably range from *2000* to *5000 WORDS*.

12. **FIGURES & TABLES**: These should be simple, crystal **CLEAR**, **centered**, **separately numbered** & self explained, and **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. *It should be ensured that the tables/figures are referred to from the main text*.

13. **EQUATIONS/FORMULAE**: These should be consecutively numbered in parenthesis, horizontally centered with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word should be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.

14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section: Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.

15. **REFERENCES**: The list of all references should be alphabetically arranged. *The author (s) should mention only the actually utilised references in the preparation of manuscript* and they are supposed to follow Harvard Style of Referencing. Also check to make sure that everything that you are including in the reference section is duly cited in the paper. The author (s) are supposed to follow the references as per the following:

- All works cited in the text (including sources for tables and figures) should be listed alphabetically.

- Use (**ed.**) for one editor, and (**ed.s**) for multiple editors.

- When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.

- Indicate (opening and closing) page numbers for articles in journals and for chapters in books.

- The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.

- For titles in a language other than English, provide an English translation in parenthesis.

- *Headers, footers, endnotes and footnotes should not be used in the document*. However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders after the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.

- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

http://ijrcm.org.in/

vii

A CAPSULIZATION OF REGNANT CONTENTIONS IN HRM

KIRTI S BIDNUR
LECTURER
KMC COLLEGE
KHOPOLI

ABSTRACT

This article tells about botherations in Human Resource Management due to accelerated changes in internal and external environment of Business. Although Human resource management is a function in organizations designed to escalate employees endeavor of an employer's strategic goals but there are some issues that may block the advancement of the organization . This article focuses on challenges faced by Human Resource Departments in 21st century who usually undertake many exercises like Recruitment, Selection, Training and Development, Motivation, Performance appraisals, Promotion, Separations,Transfers, Retention keys etc. Global changes and advancements in technology, market competition has compelled today's Human Resource heads to lengthen their role and assignment in handling the competent work force for fulfilling all the tasks which are aligned with challenges in Human Resource Management.

KEYWORDS
regnant, human resource management, challenges, organization, capsulization.

INTRODUCTION

The fast mutating business scenario means that there are presently many Human Resource Management challenges which will continue to evolve for years to come. Due to the fluctuating economy including local, regional and global elevations, there are many changes appearing rapidly that influence HR leading to a wide range of problems in today's working of an organization.

HR managers need to handle the diverse workforce efficiently and make use of good retention techniques which would lead to achievement of individual goals, organizational goals and societal goals. Today's HR managers should upgrade themselves with changes and up-gradation in technology, changing business policies, competitor's policies and packages offered by competitor's to their workforce. Areas of HRM also include employee recruitment and retention, Induction, exit interviews, motivation, project selection, compliance of labor laws, performance audit, training, career development, mediation, and change management .

HR managers should work using his/her skill, knowledge, diligence, intelligence, expertise, experience etc to achieve the targets of the organization. He/She should keep on motivating their workforce which will lead to enhancement of working, as a motivated workforce would work efficiently. He/She make use of needed resources without any wastages . He/She should focus of many aspects and be proactive to face global challenges that would occur till the organization exists.

RECENT REPORTS ON WORKFORCE DIVERSITY AND NEED FOR MANAGERS TO ADOPT CHANGES

According to the PwC report, workforce diversity and pace of demographic change is a far bigger issue among Indian CEOs as compared to their counterparts in developed and other emerging markets. According to the report, the talent and workforce priorities in emerging markets are significantly different from developed markets and even within emerging markets, HR is maturing at different rates in different regions.

Improving workforce diversity is important for 90 per cent of Indian CEOs, which is significantly higher than the global average of 82 per cent, China (84 per cent) and Russia (51 per cent).

Moreover, only 25 per cent Indian CEOs view creating jobs for young people as a priority for the government, more than half of Russian CEOs feel otherwise.

The report said that organizations generally rush to recruit as soon as economic conditions improve and growth returns as they feel the need to compensate for workforce cutbacks made during the recession, and to counter the effect of a rising resignation rate. The result is a growing global talent war.

On the other hand, 'Indian companies use cutting-edge tech for HR: Survey ' tells about that India is also far ahead of the rest of the world in adopting mobile technology to deliver HR**.** The '2014 HR Service Delivery and Technology Survey' shows that 85 per cent of organizations in India have or will have an HR portal and 78 per cent report it as being an effective way of meeting intended objectives.

There is also an increasing mobile usage in HR transactions such as training, employee directory and time and attendance. The survey shows 44 per cent of organizations in India are using or considering using mobile technology, which is higher than their APAC counterparts (36 per cent). But there is room to grow as organizations use mobiles for less than 25 per cent of HR transactions. "India is a fast growing market and seeing a faster rate of adoption of technology. India headquartered companies are more free to be innovative than global companies that already have established systems in place," says David Mitchell, APAC regional practice leader, HR technology, Towers Watson. The above article gives an idea that Indian HR managers are coping up with technological changes which is an important contention in HR .

STATEMENT OF PROBLEM

Along the open-ended changes in Human Resources Management (HRM), it is important that managers, HR employees and executives, beware of the challenges that today's HRM team may face. While there are surely other issues, which are same to most of the types of business or to the volume of any company and having policies in custody to ensure these challenges when met are diffused which can make workplace harmonious for everyone. There are changes in working of an organization due to changes in external environments. HR managers need to keep focus on analyzing the Opportunities and Threats that they may face which can spur any time.

SCOPE OF THE STUDY

HRM in Personnel Management: This involves Recruitment, Selection, Training and Development, Motivation, Promotion, Performance appraisals, Rewarding, layoff and retrenchment, Employee productivity, Transfers etc. In short it includes acquisition or procurement function. It helps in development of HR by motivating the employees to work, which will bring good returns to the company by making optimum use of resources.

HRM in Employee Welfare: This peculiar facet of HRM deals with working conditions and amenities at workplace. It includes employees responsibilities and welfare, It is a non-monetary aspect in which safety officer is responsible to look after delivering all the facilities such as Hygienic working conditions, ventilation and lighting, sickness benefits, Employment injury benefits, Personal injury benefits, Job security, Unemployment benefits and Family benefits,Sanitation facilities, Employees medical policies, etc. Apart from this organization should look after Catering hygienic drinking water,Creche facilities for women, Proving maternity benefits for women, Canteen facilities, Rest rooms for personnel to rest.

HRM in Industrial Relations: Since it is a highly sensitive area, it needs careful inter-communication with labor or employee unions, handling their distress and settling the disputes adequately in order to maintain peace and harmony in the organization. It is the art and science of understanding the employment i.e the union-management relations, Relation between employer, employee and government, joint consultation, disciplinary agenda's, solving the issues with mutual efforts, understanding human nature and maintaining work relations, collective bargaining and resolution of disputes. The main aim is to protecting the interest

of employees by securing the highest insights of knowledge that does not leave an adverse effect on organization. It is about establishing, expanding and boosting industrial harmony to safeguard the interests of all the parties involved in Industrial Relation.

OBJECTIVES OF THE STUDY
- Place contemporary developments in HRM
- Explain how the current HR scenario differs from traditional HR scenario
- Highlight the various reasons which leads to changes and spurring of issues in HR

METHODOLOGY
Several techniques or methods are utilized by authors of empirical journal articles. The selection of a particular method is usually determined by the situation in which the study is to be conducted. The methodology used for this study is purely of secondary nature. I have made use of references from already published journals, books and other secondary material.

WHY SHOULD BE HR HANDLED WITH CARE?
Personnel working in the organization belonging to different departments come from diverse background. They may belong to different class, Family background, different caste, different religion, Customs and traditions, Age, Gender,Educational qualifications etc. Handling such diverse workforce is a major task of today's managers as they have to deal with internal environment and external environment as well. They can maximize profit and get good returns only when they are well established in the market. This can happen when all the goals and targets would be fulfilled. Issues in HRM may arise due to various reasons like fair remuneration and appreciation. According to Thomas Klikauer, 1962– Seven moralities of human resource management / Seven highly important subject areas of HRM where HR managers need to focus is as follows:
1. IR- Industrial Relations and Employment, Unions, Labor- Management relations.
2. HRD – Human Resource Development, Training and Development.
3. Rewards- Remuneration, Rewards and Benefits.
4. PM- Performance Measurement.
5. RS- Recruitment and Selection.
6. OHS-Occupational Health and Safety.
7. HRP-Human Resource Planning.

DISTINCTION BETWEEN TRADITIONAL HR AND MODERN HR
The main difference between personnel management and human resource management is that the former is the traditional approach the latter represents the modern approach toward managing people in an enterprise.

1.   THE SCOPE OF SERVICES
Human Resource Management is wider in scope than Personnel Management.
The scope of personnel management includes functional activities such as manpower planning, job analysis, recruitment, job evaluation, performance appraisals, payroll administration, Compliance with labor law**s ,** training administration, and related tasks. Human resources management includes all these activities plus organizational developmental activities such as leadership, motivation, developing organizational culture, communication of shared values, and so on.
The human resource management approach remains integrated to the company's core strategy and vision. It seeks to make optimum the use of human resources for the achievement of organizational goals. This strategic and philosophical context of human resource management makes it more purposeful, pertinent, and more persuasive as compared to the personnel management approach.

2.   DIFFERENCE IN QUALITATIVE ASPECTS
Another ambit of the difference is the proactive nature of human resource management compared to the reactive nature of personnel management.
Personnel management remains detached from central organizational activities, functions independently, and takes a reactive approach to changes in corporate goals or strategy. Human resource management remains integrated with corporate strategy and takes a proactive approach to work with the workforce towards achievement of corporate aims.
For instance, while the personnel management approach concerns itself with a reactive performance appraisal process, human resource management approach has a more comprehensive and proactive performance management system that aims to correct performance rather than make a report card of past performance.

3.   DIFFERENCE IN ACCESS
The personnel management approach tends to latch much to norms, customs and established practices, whereas the human resource approach gives preference to values and mission.

4.   DIFFERENCE IN OPERATION
Human resource management, remains integrated with the organization's core strategy and functions. Although a distinct human resource department carries out much of the human resource management tasks, human resource initiatives involve the line management and operations staff heavily. On the other hand Personnel management is an independent staff function of an organization, with little involvement from line managers, and no linkage to the organization's core process
Personnel management also strives to rectify the aspirations and views of the workforce with management interest by institutional means such as collective bargaining, trade union-based negotiations and similar processes. This leads to fixation of work conditions applicable for all, and not necessarily aligned to overall corporate goals.
Human Resource management gives greater thrust on dealing with each employee independently and gives more importance to customer-focused developmental activities and facilitating individual employees rather than bargaining or negotiating with trade unions.

5.   HRM ENVIRONMENT IN INDIA
India is being widely known as one of the most exciting emerging economies in the world. Apart from becoming a global hub of outsourcing, Indian firms are spreading their wings globally through combinations, take over's and acquisitions. During the first four months of 1997, Indian companies have bought 34 foreign companies for about U.S. $11 billion dollars. This impressive development has been due to a growth in inputs (capital and labor) as well as factor productivity. By the year 2020, India is expected to add about 250 million to its labor pool at the rate of about 18 million a year, which is more than the entire labor force of Germany. This so called 'demographic dividend' has drawn a new interest in the Human Resource concepts and practices in India. This paper traces notable evidence of economic organizations and managerial ideas from ancient Indian sources with enduring traditions and considers them in the context of contemporary challenges.

HR INDUSTRY GROWS AT 21% OVER 4 YEARS: EXECUTIVE RECRUITERS ASSOCIATION AND E&Y REPORT
The human resource industry in India has grown at a compounded annual growth rate of 21% over the past four years and is pegged to be around Rs 22,800 Cr, according to a report by Executive Recruiters Association and Ernst & Young. As the industry gets more organized, new players, emerging sectors and multinationals are dropping anchor, and a changing mindset in traditional companies makes space for HR firms rather than referrals for hiring, it adds.

The 'Human Resource Industry Solutions Report 2012' indicates a maturing industry which is moving from being fragmented to getting more organized. The industry has players that are segregated into recruitment, temporary staffing and executive search. HR consultants' image has moved many notches up from being a vendor to that of a partner who plays a key role in the company's growth trajectory, says the report.

While the permanent recruitment in India is estimated at Rs 3,000 cr, the search industry is pegged to have a market size of Rs 600 cr to Rs 700 cr. The search sector gets its boost from foreign players entering Indian markets and expanding into different geographies and industries. Companies that deal with the automobile, luxury, agricultural and food business that have entered India in the past few years have used search firms to expand further.

As per survey we see the attrition level across sectors is expected to rise by 20% in 2015 as a lot of jobs will be available following improving economic conditions, according to industry experts.

"With market being upbeat and lots of jobs being available, there will an increase in the overall attrition percentage. We expect the attrition to be in the range of 15-20 per cent across sectors," People Strong HR Services co-founder and CEO Pankaj Bansal told PTI. "The attrition that was almost static at leadership level will see some movement and also increase at mid and lateral level. Attrition will grow to 15-20 per cent and especially in sectors like IT, ITeS it can go up to 20-25 per cent," he added. However, industries like pharmaceuticals, FMCG, aviation, agriculture will have lesser attrition, he said.

As per other sources IT giant Tata Consultancy Services (TCS) is believed to be undertaking a significant performance-related restructuring of its workforce, which may also lead to some employees being asked to leave the company.

Sources said that the restructuring exercise could affect both onsite and offsite positions across various verticals, even as the company said it is on track to meet hiring target of 55,000 professionals this fiscal year.
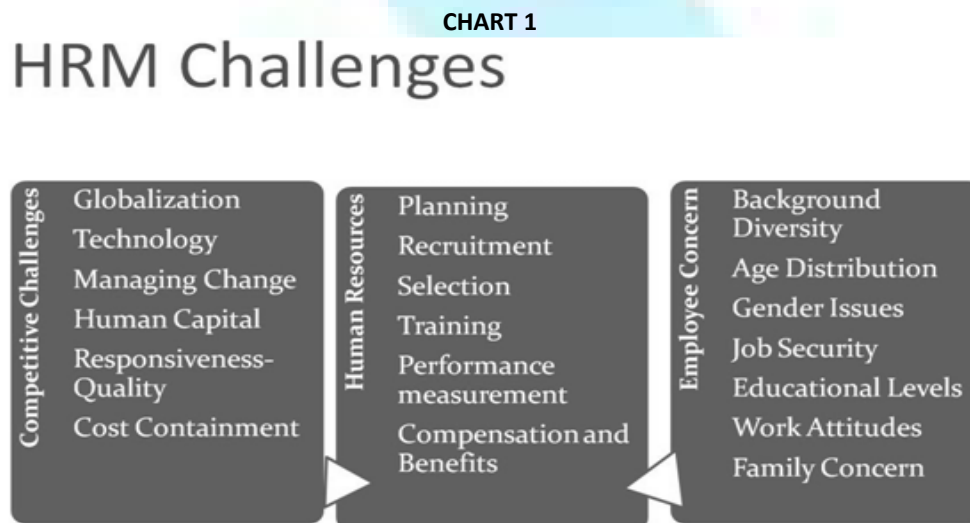
Most affected by the restructuring drive could be middle to senior-level positions, sources said, while adding that some employees may be offered positions at vendors working with TCS.

The country's largest software exporter with over $13-billion annual turnover employs over 3 lakh people across 46 countries. During the July-September quarter, TCS also crossed a milestone of employing one lakh women professionals with a gender diversity ratio of 32.9 per cent. But the company's net profit declined by 5.8 per cent to Rs 5,244 Cr in the second quarter of the current fiscal year, while revenue rose by 7.7 per cent to Rs 23,816 Cr.

INDIAN HRM IN TRANSITION

One of the noteworthy features of the Indian workplace is demographic uniqueness. It is estimated that both China and India will have a population of 1.45 billion people by 2030, however, India will have a larger workforce than China. Indeed, it is likely India will have 986 million people of working age in 2030, which well probably be about 300 million more than in 2007. And by 2050, it is expected India will have 230 million more workers than China and about 500 million more than the United States of America (U.S.). It may be noted that half of India's current population of 1.1 billion people are under of 25 years of age (Chatterjee 2006). While this fact is a demographic dividend for the economy, it is also a danger sign for the country's ability to create new jobs at an unprecedented rate. It has been pointed out by Meredith (2007).

FOLLOWING CHART GIVES A CLEAR PICTURE OF TODAY'S CHALLENGES IN HRM

CHART 1

HRM Challenges

Competitive Challenges	Human Resources	Employee Concern
Globalization	Planning	Background Diversity
Technology	Recruitment	Age Distribution
Managing Change	Selection	Gender Issues
Human Capital	Training	Job Security
Responsiveness-Quality	Performance measurement	Educational Levels
Cost Containment	Compensation and Benefits	Work Attitudes
		Family Concern

SOME OF THE CHALLENGES IN HRM IN INDIA ARE EXPLAINED BELOW

❖ **VOLUNTARY ATTRITION:** Global demand for Indian software professionals has resulted in a heavy turnover and spiraling salary costs for the Indian software services industry. As a result, there are as many of them abroad as there are in India. The majority of Indian software professionals aspire and tend to migrate overseas permanently once they acquire about three years experience making it difficult for software organizations to staff and particularly, lead projects .The shortage has created a vacuum in project .

❖ **Managing globalization:** It is important for an HR Manager to study people management practices before implementing new practices which are global in nature. It has become a challenge for the HR to educate its workforce on how globalization can be leveraged and how an individual employee benefits or is affected by it. Instead of thrusting new practices upon them, it is ideal to study the existing practices which are in place.

❖ **Development of leadership skills:** It is not just about knowledge, experience and expertise it is also about developing the right soft skills to give shape to the future leaders. Since the global economic and industrial scenario is very volatile and dynamic, what is required now is a skill set in the workforce which distinguishes them as team leaders.

❖ **Managing shift:** Change management is the call of the day with big organizations integrating Six Sigma methodologies in their businesses. Change management defines the response of the business to the changing external and internal environment. The industrial growth scenario in India demands that there should be change brought about within all factions of the industry. But there are internal and external forces which resist the change. It is a huge challenge to influence the resisting forces with the organization, manage internal conflicts, motivate them to embrace change and implement the changes.

❖ **Developing work ethics:** With back to back slumps in the global economy, India has not remained unscathed. Employee morals and loyalty are being tested in a business's day to the day functioning. It has become very important to re-instill cultural values, loyalty, respect for the weak and elderly, and infuse qualities like empathy, charity, austerity, team spirits, ethics and bonding in the workforce.

❖ **Retaining Talent Pool:** Yes, this is one of the major challenges which HRM faces today. Poaching and cut-throat competition has given an impetus to high remuneration to the deserving. People have gained exposure and their yearning to rise is sees them changing loyalty and organizations very frequently.

This is especially observed in the IT and ITES sector. To manage low attrition rates and retain talent has become a mammoth hurdle which all organizations want to cross in order to reach their goals.

❖ **Managing fast changing technological trends:** Most large and medium scale organizations today prefer to be technologically oriented. The technological trends in today's global scenario are fast changing. Educating the human resource about these changes, upgrading their knowledge and motivating them to learn, absorb and come out of their comfort zones is a great challenge faced by many organizations.

❖ **Developing Accountability:** With the advent of Six Sigma methodologies, organizations have lowered their tolerance levels for mistakes, errors and delays. It is a challenge which HRM in India is facing like its global counterparts. It is not easy to train people to shoulder responsibility.

❖ **Managing workforce stress and employment relations:** HR is the face of an organization. It hires and fires employees and if the HR of an organization is not emphatic towards its workforce it does not help in employment relations. This factor is fast becoming a challenge for HRM especially in sectors like hospitality, IT and allied support services, media and entertainment.

❖ **Managing inter-departmental conflict:** Earlier it was the friction between different levels of an organization and now the new emerging challenge for the HR is to manage inter-functional conflict within an organization. With organizational restructuring becoming common in the past few years, disputes and friction between different functions has been on the rise.

❖ **Managing Ethical issues in HRM**

Indian Government legislation: The sexual harassment of women at workplace (Prevention, Prohibition & Redressal) Act 2013 is a legislative Act in India that seeks to protect women from sexual exploitation at their work place. This statute superseded the Vishakha Guidelines for prevention of sexual harassment introduced by Supreme Court of India. Despite the legal requirement that any workplace with more than 10 employees need to implement it, which has not yet been implemented by many of the employers.

❖ **Managing workplace diversity:** With globalization and India's economy changing gears to accelerate growth, organizations hire as well depend on a people from different countries, cultures and ethnicity. To manage the diverse workforce who have fairly diverse physiological and the psychological influences, is also a huge challenge for the HR in the emerging Indian economy. This is not an exhaustive list of some of the challenges of HR in India which includes many other factors like retrenchment and downsizing specifically in the BPO and finance sectors, managing knowledge workers, occupational shifts, trade unionism in the public sector and manufacturing sector, limited exposure and research in the field of human resource management and limited training resources to handle.

❖ **Some other challenges:**
1. Corporate restructuring
2. Challenge of recession
3. Challenges of growing customers expectations.

CONCLUSION

As we have come across the dominant issues and challenges which are faced by HR mangers and organization, the foremost work by the HR is to develop sound organizational structure with strong interpersonal skill towards employees. Giving training to employees by familiarizing them with the concept of globalize human resource management to perform well in the global organization context. All these issues and challenges like Organizational effectiveness, leadership development, Globalization, work force diversity, E- Commerce, etc, can be best managed by HR manager where they have to adopt a HR practice which encourages stubborn recruitment and selection policy, segmentation of jobs, empowerment, encouraging diversity in the workplace, training and development of the work force, promoting innovation, R& D proper allotment of obligations and responsibilities, managing knowledge. By improvement in following all the above aspects the value of human resources, the organization can be efficiently managed and it can come over all the fore coming challenges

REFERENCES

1. Agrawal and Thite, 2003 Agrawal, N.M. & Thite, M. (2003). Human resource issues, challenges and strategies in the Indian software industry. International Journal of Human Resources Development and Management, 3(3), 249-264PTI Oct 21, 2014, 04.20PM IST(http://articles.economictimes.indiatimes.com/2014-10-21/news/55279555_1_indian-ceos-pwc-india-workforce)
2. Armstrong, Michael (2006). A Handbook of Human Resource Management Practice (10th ed.). London: Kogan Page. ISBN 0-7494-4631-5
3. Bowin, Robert B.' Human Resource Problem Solving' Prentice Hall (1 June 1987) ISBN-10: 0134463455 ISBN-13: 978-013446345
4. Chatterjee, S.R. (2006). Human resource management in India. In A. Nankervis, Chatterjee, S.R. & J. Coffey (Eds.), Perspectives of human resource management in the Asia Pacific (41-62). Pearson Prentice Hall: Malaysia Rica Bhattacharyya, ET Bureau Sep 12, 2014, 06.28AM IST (http://articles.economictimes.indiatimes.com/2014-09-12/news/53851069_1_technology-survey-talent-management-hr-service-delivery)
5. February 08, 2015 20:37 (IST) (http://profit.ndtv.com/topic/attrition-rate)
6. Income Data Services, 2006b Survey on flexible working practices, HR studies update 834,November
7. Klikauer, Thomas, 1962– Seven moralities of human resource management / Thomas Klikauer.
8. Legge, Karen (2004). Human Resource Management: Rhetorics and Realities (Anniversary ed.). Basingstoke: Palgrave Macmillan. ISBN 1-403-93600-5.
9. Press Trust of India | Updated On: December 11, 2014 10:47 (IST) (http://profit.ndtv.com/news/corporates/article-workforce-optimisation-on-at-tcs-hiring-plans-still-on-track-711369)
10. Sengupta D, ET Bureau Jan 24, 2012, 07.19AM IST 'ERNST & YOUNG ''Human Resource Industry Solutions Report 2012' (http://economictimes.indiatimes.com/articleshow/11611219.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst)
11. Tripathi. P. C. (2002). Human Resources Development, Sultan Chand & Sons

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, IT & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you tosupply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail**infoijrcm@gmail.com** for further improvements in the interest of research.

If youhave any queries please feel free to contact us on our E-mail **infoijrcm@gmail.com**.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-
Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals