

- Most important to continue the company's distant future so that all that was there workers efficient and loving to work all that was to achieve goals easily and in less time and for the HR big role in evaluation and improvement of performance and consider complaints and work to resolve them, and promotions and incentives physical, moral, and there are incentives are many and varied.

- Taking or making important decisions mental process may be simple or complex one to reach for the selection or the selection or order or the idea of substitution between facing up to the goal that he wants.

-In the absence of sufficient personal competence, a manager may be confronted by an emergent leader who can challenge her/his role in the organization and reduce it to that of a figurehead. However, only authority of position has the backing of formal sanctions.

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4 - bureaucratic decisions.

Recent trends in management science itself is considered a management decision-making process, and knows that the decision to choose a particular alternative from among a set of alternatives. The decision-making process known as: Activity intellectual mind objective seeks to choose the most appropriate alternative to the problem on the basis of a set of steps.[21]

Opinion or position of the decision or order was chosen from among several substitutes (Alternatives) have been available to him in order to achieve what very or solve a specific problem. Taking or making important decisions mental process may be simple or complex one to reach for the selection or the selection or order or the idea of substitution between facing up to the goal that he wants. It can differentiate between the decision-making process and the decision-making process in terms of the stages through which each of them. Periods. Decision-making include the following stages:

A-stages determine the problem.

B-the process of identifying and evaluating alternatives.

The decision point include the following stages:

A - study alternatives

B - choose one of these alternatives.

C - the stage of monitoring and evaluation of the implementation processes.

B/Stages of decision-making:

First stages of the decision-making

1-Identify the problem.

2-Analysis of the problem.

3 - Identification of alternatives.

Secondly, the stages of decision-making .

Results :

- Human Resource Management is the management of the workforce organizations or human resources .The attracting staff, and selection , training, evaluation and reward employees, and also follow the leadership of the organization and the organizational culture .

The efficiency of institutions depends primarily on the efficiency of the human element and the success of the enterprise depends on finding the best human elements so you can adjust the performance of the institution and to achieve strategic objectives.

- Innovation on the other hand must allow for something else, some possibility or accomplishment or value beyond the innovation itself. If someone comes up with a new hammer that does what our existing hammers do, then that is a design change and design is an 'art'.

-In effective organizations, line and staff work together to solve problems and take advantage of opportunities. This requires everyone to work in a partnership that is mutually responsible for successful change.

- Innovation and leadership are closely related. Leadership always has some focus on bringing about a better future. In this sense, leaders are necessarily innovators. We would not normally consider a spectator of the status quo to be a leader.

- A leader is a person who influences a group of people towards a specific result. It is not dependent on title or formal authority. an effective leader "as an individual with the capacity to consistently succeed in a given condition and be viewed as meeting the expectations of an organization or society."

maintenance, and a feeling of belonging has continued unchanged from prehistoric times. This need is met by the informal organization and its emergent, or unofficial, leaders.[19]

5/Leadership and decision making ability.

Leaders emerge from within the structure of the informal organization. Their personal qualities, the demands of the situation, or a combination of these and other factors attract followers who accept their leadership within one or several overlay structures. Instead of the authority of position held by an appointed head or chief, the emergent leader wields influence or power. Influence is the ability of a person to gain co-operation from others by means of persuasion or control over rewards. Power is a stronger form of influence because it reflects a person's ability to enforce action through the control of a means of punishment.

A leader is a person who influences a group of people towards a specific result. It is not dependent on title or formal authority. an effective leader "as an individual with the capacity to consistently succeed in a given condition and be viewed as meeting the expectations of an organization or society." Leaders are recognized by their capacity for caring for others, clear communication, and a commitment to persist. An individual who is appointed to a managerial position has the right to command and enforce obedience by virtue of the authority of their position.

However, she or he must possess adequate personal attributes to match this authority, because authority is only potentially available to him/her. In the absence of sufficient personal competence, a manager may be confronted by an emergent leader who can challenge her/his role in the organization and reduce it to that of a figurehead. However, only authority of position has the backing of formal sanctions. It follows that whoever wields personal influence and power can legitimize this only by gaining a formal position in the hierarchy, with commensurate authority. Leadership can be defined as one's ability to get others to willingly follow.

It is said that leadership and management is the process of decision-making, the foreman or leader does not work only through others, and this situation makes taking decisions for a variety of workers and to raise them to work.[20]

Some argue that the leadership process secures which the individual (leader) cooperation of others (followers) toward achieving the goals in a particular environment are of the leadership is a process through which arouse the interest of others and release their energies and direct them in the desired direction .

The concept of leadership will not be characterized by accuracy and specifically what was not differentiate between the relevant vocabulary. Ie: Commander LEADER LEADING and practical leadership and leadership LEADER SHIP and say that person realize a group leader or the number of people that an individual who has practiced for a long time or a short influence, authority or power in a particular position. Leading process: the work of a person or realize the number of people he did impressively in others in order to achieve the goal. Leadership: A process aimed at achieving the objectives of the social system through the use of power and authority of a person or group.

6/The ability to make the decision:

1-individually leader or manager to take the decision.

2 - make decisions by personal judgment and appreciation of the leader.

3-decision-making through settlements or (compromise).

generate. We are likely to be generating breakthroughs or even creating entirely new spheres of possibility.[15]

To create here means to distinguish the rare ability that a few people have demonstrated to invent entirely new fields of inquiry. These people are creating new domains, new openings, and new possibilities for others to explore and innovate. This is a very distinct way of relating to circumstances in which the 'creator' is the author of the context in which the creator is relating. To create a context means to be responsible not only for what is being perceived, not only for one's responses, not only for a generative relationship to the circumstances, but to be responsible for creating the background or space within which the circumstances appear.[16]

Mastery of anything from art to penmanship is ultimately mastery of oneself and 'who one is being' in a situation and in relationship to the world. Hence, to become a master of innovation, a person must own both what is happening as well as what isn't happening, to be present to both "what is" as well as to the cognitive and transparent boundaries that define our perceivable reality.

To many, innovation is equated with change. But, this view tells only one part of the story. Change is happening all the time whether we're aware of it or not. A random event, insight or an accident may be novel but I do not consider it to be an innovation. What one can observe and do in the context of a novel occurrence or insight might very well lead to innovation. For example, all of us have had 'big ideas' from time to time and done nothing about them only to learn later that someone has succeeded in bringing about exactly what we had imagined. This is what might distinguish a leader/innovator from a dreamer.[17]

4/Leadership and Organization.

An organization that is established as an instrument or means for achieving defined objectives has been referred to as a *formal organization*. Its design specifies how goals are subdivided and reflected in subdivisions of the organization. Divisions, departments, sections, positions, jobs, and tasks make up this work structure. Thus, the formal organization is expected to behave impersonally in regard to relationships with clients or with its members. According to Weber's definition, entry and subsequent advancement is by merit or seniority. Employees receive a salary and enjoy a degree of tenure that safeguards them from the arbitrary influence of superiors or of powerful clients. The higher one's position in the hierarchy, the greater one's presumed expertise in adjudicating problems that may arise in the course of the work carried out at lower levels of the organization.

It is this bureaucratic structure that forms the basis for the appointment of heads or chiefs of administrative subdivisions in the organization and endows them with the authority attached to their position.[18]

In contrast to the appointed head or chief of an administrative unit, a leader emerges within the context of the *informal organization* that underlies the formal structure. The informal organization expresses the personal objectives and goals of the individual membership. Their objectives and goals may or may not coincide with those of the formal organization. The informal organization represents an extension of the social structures that generally characterize human life, the spontaneous emergence of groups and organizations as ends in themselves.

In prehistoric times, humanity was preoccupied with personal security, maintenance, protection, and survival. Now humanity spends a major portion of waking hours working for organizations. The need to identify with a community that provides security, protection,

'leader' are cut from the same cloth, that these terms are distinguishing different but intersecting dimensions of the same phenomenon.

Innovation is one of those words that we all use, agree is a positive thing and for the most part want more of. However, the term "innovation" like "leadership" seems to defy a commonly accepted definition. There is no shared interpretation of what we mean or what we are observing when we use the terms. Moreover, we lack practices for deliberately and consistently producing "leadership" and "innovation". This is evident in the fact that in spite of thousands of books on these subjects, reading and understanding the books doesn't enable us to be leaders or innovators.[12]

There are obvious distinctions between the innovator (who), an innovation (what) and the process of innovating (how). This is to illuminate and inquire into the phenomenon of innovation (and leadership) before history judges an accomplishment as innovative or declares a person to be a leader.

The focus will be on the innovator and the context or 'way of being' of the innovator. that competency for innovation is a natural by-product of certain ways of relating to the world; the context in which we relate to circumstances and change. I will also distinguish between innovation and art, two terms often used interchangeably. Finally, we distinguish simple change that is a variation of what already exists from profound change that alters the scope of what is possible. When we create a new tool we are innovating. When we are not innovating we are the tool or the 'tool' is an extension of us. For example, the typewriter was an innovation in writing. At some moment, the typewriter becomes transparent (to both the typist and those concerned with what is being typed) and we simply have a typist typing. The tool appears again only when there is a breakdown or it no longer serves its purpose. I am claiming that our relationship to the circumstances, especially when there are breakdowns, is the primary factor in determining whether we respond as leaders and innovate, or simply resist or cope with what is happening.[13]

Art is creative and may have value to its consumers, but requires no utility to be art. Art might be seen as the artist's self-expression or experience of their world. Innovation on the other hand must allow for something else, some possibility or accomplishment or value beyond the innovation itself. If someone comes up with a new hammer that does what our existing hammers do, then that is a design change and design is an 'art'.

When someone creates a new kind of hammer, however, such as a 'nail gun' or a new method for hammering, then we can distinguish that as innovation. In this sense, we can also see that we can innovate within an art form, such as painting with acrylic at one point allowed artists to create effects that were not possible with traditional oils. Innovation takes place at different levels from modest improvements on an existing product or process to dramatic and even historically significant breakthroughs in how we relate to the world. In all cases, the capacity to innovate will be a function of our commitments, what we want to accomplish and our relationship with the circumstances we perceive we are in.[14]

If we are resisting or coping, we see no innovation and whatever change we generate will be as a reaction to the circumstances and part of the process by which those circumstances persist. When we are responding or choosing we are in a position to innovate and will do so naturally and consistently as a function of what we observe to be possible or what we observe is missing in our perspective of the world. Change based on this view is likely to be an improvement on what already exists. When we are bringing forth or creating we are not only in a position to innovate but are predisposed to do so. Further, in these ways of relating to circumstances, we have few if any limitations on what we can imagine and

3/CONSULTING SKILLS.

Designed Learning's Flawless Consulting Workshops teaches consulting skills that enable staff resource professionals to keep clients focused on their problems. A clear process is established for human resources professionals to manage relationships with clients: Contracting for the work.

Making an independent diagnosis of the problems Giving feedback about personal and organizational data to facilitate decision making.

Carrying out the plan.

Evaluating the main events.[9]

Today, we need innovators more than any time before. Every organization and business is feeling the impact of globalization, migration, technological and knowledge revolutions, and climate change issues. Innovation will bring added value and widen the employment base. Innovation is imperative if the quality of life in these trying circumstances is to improve. Innovation will make the world a better place for the younger generation.

Innovation may be defined as exploiting new ideas leading to the creation of a new product, process or service. It is not just the invention of a new idea that is important, but it is actually "bringing it to market", putting into practice and exploiting it in a manner that leads to new products, services or systems that add value or improve quality. It possibly involves technological transformation and management restructuring. Innovation also means exploiting new technology and employing out-of-the-box thinking to generate new value and to bring about significant changes in society. [10]

Studies have confirmed that all businesses want to be more innovative. One survey identified that almost 90 per cent of businesses believe that innovation is a priority for them. The importance of innovation is increasing, and increasing significantly. In the current day economic scenario, innovativeness has become a major factor in influencing strategic planning. It has been acknowledged that innovation leads to wealth creation. Even though efficiency is essential for business success, in the long run, it cannot sustain business growth.

Experts have identified many types of innovation such as 'Product Innovation' that entails the introduction of a new product or a service that is new or considerably improved, 'Process Innovation' comprising the implementation of a new or a significantly enhanced production or delivery method, 'Supply Chain Innovation' in which innovations transform the sourcing of input products from the market and the delivery of output products to customers and 'Marketing Innovation' which results in the evolution of new methods of marketing with enhancements in product design or packaging, its promotion or pricing, among others.

Most often planned and measured combination of ideas, objects and people leads to innovation resulting in new business ideas and technological revolutions. In order to be termed valuable innovations, new products and services need to be strong enough to progress through rigorous commercialization processes and into the marketplace. Many organizations are adopting measures to strengthen their ability to innovate. Such companies are creating a dependable operating system for innovation, an important indicator of corporate sustainability.[11] Research has indicated that competition combined with strong demand is a major driver of innovation. Intensity of competition is the determinant of innovation and productivity. Innovation, besides products and services, also includes new processes, new business systems and new methods of management, which have a significant impact on productivity and growth.

Innovation and leadership are closely related. Leadership always has some focus on bringing about a better future. In this sense, leaders are necessarily innovators. We would not normally consider a spectator of the status quo to be a leader. The term innovation also suggests some break with the 'norm' or the status quo .we show that an 'innovator' and a

employee turnover and preserving knowledge. New hiring not only entails a high cost but also increases the risk of the newcomer not being able to replace the person who was working in that position before. HR departments also strive to offer benefits that will appeal to workers, thus reducing the risk of losing knowledge.

For any organisation to function effectively, it must have resource of men (Human Resource), money, materials and machinery. The resources by themselves cannot fulfill the objectives of an organisation, they need to be collected, co-ordinated and utilised through human resources. And, the effective management of human resources is also vital. Hence, Human Resource Management (HRM) has emerged as a major function in organisations. [5]

Human Resource Management 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.

1/The New Role For the Human Resources Staff.

The idea of partnership requires a new frame of reference for both managers and human resources staff. Managers need to work with human resources consultants to solve problems while continuing to take responsibility for their problems. For human resources staff, the new perspective is more complex. The task is to maintain the position of technical expert while keeping line manager clients involved and responsible for solutions to their own problems.[6]

Consultants are changing the way they begin to work on assignments. Human resources professionals are characteristically people who want to serve. They commonly delve into assignments with good will, expecting management support for their recommendations. If support is not forthcoming, problems will follow. Consultants must know how to establish quickly a foundation of commitment and responsibility.[7]

2/WORKING ON PARTNERSHIP.

In effective organizations, line and staff work together to solve problems and take advantage of opportunities. This requires everyone to work in a partnership that is mutually responsible for successful change. While the line manager remains the client in such a partnership, the human resources staff partner takes on a consulting role, working with the manager toward an outcome beneficial to the entire organization.

Consultants must learn to manage relationships as well as the human resource issues associated with projects. Effective consulting increases the potential for a human resources professional to have a strong and positive impact on the bottom line. In this way the human resources consultant becomes a business partner, committed to organizational success, instead of someone relegated to “mere” people problems.[8]

A consultant often must reduce a large amount of data into a manageable set of issues to feed back to the client. Conveying this information effectively requires consulting skills that include providing all relevant data, even when this information is not a part of the assignment. Consultants need to be able to give descriptive rather than evaluative feedback. This can include data about the client’s personal behavior in handling the problem with the targets of change. One personnel specialist in the systems division of a high-tech conglomerate was empowered to play a consulting role rather than merely offering technical expertise. The manager she was supporting complained of excessive turnover because of inadequate pay and proposed a plan to increase pay to about 40 people. The personnel specialist recognized that the manager thought compensation would be the simple solution.

Introduction

Human Resource Management is the process of recruitment, selection of employee, providing proper orientation and induction, providing proper training and the developing skills, assessment of employee (performance of appraisal), providing proper compensation and benefits, motivating, maintaining proper relations with labour and with trade unions, maintaining employees safety, welfare and health by complying with labour laws of concern state or country.[1] Every organisations' desire is to have skilled and competent people to make their organisation more effective than their competitors. humans are very important assets for the organisation rather than land and buildings, without employees (humans) no activity in the organisation can be done. Machines are meant to to produce more goods with good quality but they should get operated by the human only.

It's the people in an organization that carry out many important work activities. Managers and HR professionals have the important job of organizing people so that they can effectively perform these activities. This requires viewing people as human assets, not costs to the organization. Looking at people as assets is part of contemporary human resource management and human capital management. [2]

Altogether, human resource management is the process of proper and maximiseutilisation of available limited skilled workforce. The core purpose of the human resource management is to make efficient use of existing human resource in the organisation. The Best example at present situation is, construction industry has been facing serious shortage of skilled workforce.

Human resource management (HRM, or simply HR) is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems.^[3] HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems).HR is also concerned with industrial relations, that is, the balancing of organizational practice with regulation arising from collective and governmental laws.

Human Recourses is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision making across the business. To train practitioners for the profession, institutions of higher education, professional associations, and companies themselves have created programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations likewise seek to engage and further the field of HR, as evidenced by several field-specific publications. HR is also a field of research study that is popular within the fields of management and industrial/organizational psychology, with research articles appearing in a number of academic journals, including those mentioned later in this article.[4]

In the current global work environment, all global companies are focused on retaining the talent and knowledge held by the workforce. All companies are focused on lowering the

Participatory management of human resources Exceed the value of human beings?

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If Human Resource Management is the management of the workforce organizations or human resources .The attracting staff, and selection , training, evaluation and reward employees, and also follow the leadership of the organization and the organizational culture and ensure compliance with labor laws .All of these components are willing to conduct collective negotiations , the initial role about a communication with staff representatives.

Human resources personnel formers total workforce organization, or business sector or economy. Some used the term human capital in tandem with human resources, in spite of human capital usually refers to a narrower point of view, there are other terms are sometimes used include «workforce» or talent or «work» or just «individuals». And found human resources as a product of the human relations movement in the early twentieth century, when researchers began documenting ways to create values for the business through the strategic management of the workforce. Human resources were dominant work procedural daily, such as salaries and management benefits.

This article aims to clarify the great position of human resource functions In larger organizations, a whole section in the habit specialist and a staff specialists in various fields involved in strategic decision-making with the rest of the sections.

Keywords: Human Resource Management, Leadership, making Decision, organizational culture, training and the developing skills ,Innovation.