



3 EDITION



human resource
MANAGEMENT

text and cases

V S P Rao

Brief Contents

<i>Preface to the Third Edition</i>	xiii
<i>Preface to the Second Edition</i>	xvii
<i>Preface to the First Edition</i>	xix
<i>Acknowledgements</i>	xxi
<i>About the Author</i>	xxiii
Chapter 1 The Strategic Role of Human Resource Management	1
Chapter 2 Personnel Management: Functions, Principles, Policies, Roles and Trends	33
Chapter 3 Human Resource Environment	69
Chapter 4 Job Analysis	119
Chapter 5 Human Resource Planning	141
Chapter 6 Recruitment	161
Chapter 7 Selection	185
Chapter 8 Placement, Induction, Internal Mobility and Separations	211
Chapter 9 Training	235
Chapter 10 Executive Development	267
Chapter 11 Career and Succession Planning	289
Chapter 12 HRD in India	325
Chapter 13 Job Design, Work Scheduling and Motivation	347
Chapter 14 Job Evaluation	381
Chapter 15 Performance and Potential Appraisal	397
Chapter 16 Compensation Administration	435
Chapter 17 Incentives and Employee Benefits	463
Chapter 18 Health and Safety	503
Chapter 19 Employee Welfare	523
Chapter 20 Social Security	539
Chapter 21 Teams and Teamwork	555
Chapter 22 Employee Grievances and Discipline	575
Chapter 23 Collective Bargaining	607
Chapter 24 Participation and Empowerment	627
Chapter 25 Trade Unions and Employers' Associations	659
Chapter 26 Industrial Relations and Industrial Disputes	691

Information contained in this work has been obtained by Excel Books from sources believed to be reliable. However, neither Excel Books nor its authors can be held responsible for any errors or for any consequences arising out of the use of the information contained herein. This work is published with the understanding that Excel Books and its authors are not attempting to render engineering or professional services. If such services are required, the assistance of a qualified professional should be sought.

ISBN: 978-81-7446-895-6

First Edition: New Delhi, 2000

Reprint: 2001, 2002, 2004

Second Edition: New Delhi, 2005

Reprint: 2006, 2007, 2008, 2009, 2010

Third Edition: New Delhi, 2010

Reprint: 2013

Copyright © 2010, V S P Rao
All Rights Reserved

EXCEL BOOKS

A-45, Naraina, Phase I,
New Delhi - 110 028

SALES OFFICES

2/8, Ansari Road, Darya Ganj, New Delhi-110002

No. 10, Kalidasa Marg, Gandhi Nagar, Bengaluru-560009

27/31 Joe Slovo (Field) Street, Durban, 4000, KZN, South Africa

Human Resource Accounting and Information System	735
Job Stress, Counselling and Mentoring	769
International Human Resource Management	805
	835

Detailed Contents

<i>Preface to the Third Edition</i>	xiii	Chapter 3: Human Resource Environment	69
<i>Preface to the Second Edition</i>	xvii	● It's a Dynamic World	70
<i>Preface to the First Edition</i>	xix	● The Environment of Business	71
<i>Acknowledgements</i>	xxi	● Globalization and HR	72
<i>About the Author</i>	xxiii	● Mergers & Acquisitions and HR	74
		● Downsizing and HR	77
		● Technology and HR	78
Chapter 1: The Strategic Role of Human Resource Management	1	● Total Quality Management (TQM)	83
● Competing through People	2	● Traditional and Total Quality HRM Approaches	85
● Nature of HRM	3	● Reengineering	87
● Scope of HRM	5	● HR's Role in Reengineering Processes	89
● Objectives of HRM	5	● Outsourcing, Offshoring and HR	90
● Importance of HRM	6	● Trends in Workforce	92
● Systems Approach to HRM	7	● Managing Diversity	100
● HRM and Competitive Advantage	8	● Challenges in Managing a Diverse Workforce	101
● Strategic Human Resources Management (SHRM)	11	● Diversity Management Strategies	102
● Traditional HR versus Strategic HR	13	● Work Life Balance	104
● History of Personnel/Human Resource Management (P/HRM)	15	● The Economic Environment and HR	107
● Evolution of the Concept of HRM	16	● Terminology	110
● Summary	19	● References	111
● Terminology	19	● Review Questions	113
● References	20	● Discussion Questions	113
● Review Questions	22	● Test Your Understanding	113
● Discussion Questions	22	● Answers	115
● Test Your Understanding	23	● Exercises/Activities	115
● Answers	24		
● Exercises/Activities	24	Chapter 4: Job Analysis	119
		● Introduction	120
Chapter 2: Personnel Management: Functions, Principles, Policies, Roles and Trends	33	● What is Job Analysis?	121
● Personnel Management	34	● Uses of Job Analysis	122
● Personnel and Human Resource Management: Is there a difference?	35	● The Process of Job Analysis	124
● Line and Staff Aspects of HR Managers	36	● Competency Approach to Job Analysis	125
● Functions of HR Managers	37	● Methods of Collecting Job Analysis Data	126
● Principles of HRM	41	● Impact of Behavioural Factors on Job Analysis	130
● Personnel Policies, Procedures and Programmes	42	● Job Description	130
● Evaluating the Impact of Personnel Policies	47	● Job Specification	132
● Organising the Personnel Function	47	● Role Analysis	133
● Organisation of Personnel Department	49	● Job Analysis in a 'Jobless' World	134
● Role of HR Manager	53	● Summary	136
● HR's Evolving Role in the 21st Century	56	● Terminology	136
● The Human Resource Manager's Proficiencies and Qualifications	58	● References	137
● Professionalisation of Personnel Management in India	61	● Review Questions	137
● Summary	63	● Discussion Questions	138
● Terminology	63	● Test Your Understanding	138
● References	63	● Answers	139
● Review Questions	64	● Exercises/Activities	139
● Discussion Questions	65		
● Test Your Understanding	65	Chapter 5: Human Resource Planning	141
● Answers	66	● Introduction	142
● Exercises/Activities	66	● Features	142
		● Objectives	143
		● Importance	144
		● The Process of Human Resource Planning	145
		● Responsibility for HRP	152

Management			
Problems for Indirect Workers	483	• Team Development	566
	484	• Summary	567
	491	• Terminology	568
	491	• References	568
	492	• Review Questions	569
	493	• Discussion Questions	569
	493	• Test Your Understanding	570
	493	• Answers	571
	495	• Exercises/Activities	571
	495	Chapter 22: Employee Grievances and Discipline	575
	503	• Introduction	576
	504	• Model Grievance Procedure	580
	505	• Grievance Management in Indian Industry	582
	506	• Discipline	582
	507	• Misconduct or Indiscipline	584
	508	• Approaches to Discipline	585
	508	• The Disciplinary Interview	588
	509	• Disciplinary Action	590
	510	• Punishment	591
	512	• Essentials of a Good Disciplinary System	592
	514	• Code of Discipline	594
	516	• Managing Difficult Employees	595
	517	• Summary	598
	517	• Terminology	599
	518	• References	599
	518	• Review Questions	600
	518	• Discussion Questions	600
	519	• Test Your Understanding	601
	519	• Answers	602
	519	• Exercises/Activities	602
	523	Chapter 23: Collective Bargaining	607
	524	• Introduction	608
	525	• Concept	608
	526	• Features	608
	528	• Objectives	609
	530	• Bargainable Issues	610
	533	• Types of Bargaining	610
	533	• The Process of Collective Bargaining	611
	534	• Collective Bargaining in India	614
	534	• Conditions Essential for Effective Bargaining	618
	534	• Suggestions for Effective Implementation of	
	535	Collective Bargaining	619
	535	• Recommendations of National Commission on Labour	619
	539	• Summary	620
	540	• Terminology	620
	541	• References	621
	541	• Review Questions	621
	546	• Discussion Questions	622
	547	• Test Your Understanding	622
	547	• Answers	623
	548	• Exercises/Activities	623
	548	Chapter 24: Participation and Empowerment	627
	549	• Introduction	628
	555	• Definition and Objectives	628
	556	• Forms of Participation	629
	557	• Government Policy and Participation	631
	558	• Works Committees (1947)	632
		• Joint Management Councils (IMCs), 1958	633

		• Empowerment	639	• Test Your Understanding	731
		• Alternative Approaches to Participation	642	• Answers	732
		• Happy Employees are Valuable Assets (Best Places to Work – India, USA)	650	• Exercises/Activities	732
		• Summary	651	Chapter 28: Human Resource Accounting and Information System	735
		• Terminology	652	• Introduction	736
		• References	652	• The Concept	736
		• Review Questions	653	• Approaches to HRA	738
		• Discussion Questions	654	• Controlling Costs of Manpower	741
		• Test Your Understanding	654	• Human Resource Information System (HRIS)	743
		• Answers	655	• Summary	748
		• Exercises/Activities	655	• Terminology	748
		Chapter 25: Trade Unions and Employers' Associations	659	• References	749
		• Trade Unions – Introduction	660	• Review Questions	749
		• Growth of Trade Union Movement and Membership	663	• Discussion Questions	750
		• All India Trade Union Congress	664	• Test Your Understanding	750
		• The Trade Unions Act, 1926 and Legal Framework	667	• Answers	751
		• Union Recognition	669	• Exercises/Activities	751
		• Verification of Trade Union Membership	671	Chapter 29: Job Stress, Counselling and Mentoring	769
		• Recommendations of National Commission on Labour	672	• Job Stress	770
		• Union Problems	673	• Management of Stress	779
		• Current Trends in Trade Unionism	676	• Burnout	786
		• Measures to Strengthen Trade Union Movement in India	679	• Employee Counselling	788
		• Employers' Associations	680	• Helping	791
		• Summary	683	• Coaching and Mentoring	793
		• Terminology	684	• Summary	795
		• References	684	• Terminology	796
		• Review Questions	685	• References	796
		• Discussion Questions	685	• Review Questions	797
		• Test Your Understanding	685	• Discussion Questions	797
		• Answers	686	• Test Your Understanding	798
		• Exercises/Activities	687	• Answers	799
		Chapter 26: Industrial Relations and Industrial Disputes	691	• Exercises/Activities	799
		• Introduction	692	Chapter 30: International Human Resource Management	805
		• Industrial Relations	692	• Welcome to the Global Village!	806
		• Industrial Conflict	698	• Globalisation	806
		• Industrial Disputes in India	700	• Global Assignments can be Demanding	809
		• Industrial Disputes: Preventive Machinery	704	• Defining International HRM (IHRM)	811
		• Industrial Disputes: Settlement Machinery	708	• Cultural Differences and HRM	812
		• Industrial Relations Scenario: Current Issues and Future Challenges	711	• HR Policies across Cultures	816
		• Summary	713	• International Recruitment Policy	816
		• Terminology	713	• International Selection Criteria	818
		• References	714	• International Training and Development	819
		• Review Questions	715	• International Compensation	821
		• Discussion Questions	715	• Performance Appraisal of International Managers	821
		• Test Your Understanding	715	• International Labour Relations	822
		• Answers	716	• Negotiation across Cultures	823
		• Exercises/Activities	716	• Motivation across Cultures	824
		Chapter 27: Personnel Records, Audit and Research	719	• Leadership across Cultures	826
		• Introduction	720	• Summary	827
		• Personnel Records and Reports	720	• Terminology	828
		• Personnel/HR Audit	723	• References	828
		• Personnel Research	728	• Review Questions	830
		• Summary	730	• Discussion Questions	830
		• Terminology	730	• Test Your Understanding	830
		• References	730	• Answers	831
		• Review Questions	731	• Exercises/Activities	831

Index

- 10 'C' Model 42
15th Indian Labour Conference 440, 444
360-degree Feedback 397, 417, 429, 432
3M's 8, 9
- Accelerated Premium Bonus Plan 476
Achievement Motivation Theory 363, 364
Action Guidelines 63
Adjudication 672, 695, 697, 701, 704, 710, 713, 714, 715
Applicant Tracking Systems 176
Application Blanks 188, 205, 742
Apprenticeship Training 251, 259
Aptitude Tests 170, 190, 204, 337, 767
Assessment Center 205
Asset Multiplier Method 739
Assimilation Approach 104
Attrition Rates 10, 57, 91
Autonomous Work Groups 332, 642, 648, 652, 653, 654, 785
- Baby Boomers 94, 110
Baby Busters 94
Bargaining Tactics 41
Bargaining Zone 613, 621
Bedéaux Plan 473, 475, 476
Behaviour Modelling 262
Behaviourally Experienced Training 253
Benchmarking 71, 86, 87, 110, 752
Binet-Simon Test 190
Biofeedback 783
Blind-box Ad 172
Bonded Labour System 166
Bone of Contention 167, 346, 480, 481
Bonus 468, 574, 577, 700, 786
Boundaryless Organisation 135
Broad Banding 451, 455, 456, 457, 458, 467
Buddy System 217, 228, 231
Burnout 78, 104
Business Games 192, 253, 425
Business Process Reengineering 652
- California Psychological Inventory 190
Career Development 113, 165, 484, 747
Career Goals 236
Career Cycle 291
Career Anchors 291
Career Management 761
Career Paths 54, 94, 98, 208, 242, 365, 785, 795
Career Planning 23, 332, 335, 340, 746, 819
Career Progression 154, 821
Check-off System 672
Chronic Absenteeism 584
Civilized Bipartite Confrontation 609
Classification Method 385, 386, 390, 439
Closed Shop 684
Coaching 46, 58, 103, 108, 121, 236, 241, 248, 249, 251, 259, 262, 271, 275, 276, 281, 284, 298, 338, 340, 400, 405, 406, 563, 596, 601, 639, 696, 788, 789, 793, 794, 795, 796, 798, 823, 825
Code of Discipline 594, 668, 670, 671, 672, 683, 697, 702, 704, 707, 713, 714, 715, 716
Cognitive Task Analysis 136
Collective Bargaining 5, 15, 40, 46, 49, 53, 629, 632, 639, 660, 661, 662, 669, 670, 674, 675, 680, 682, 693, 694, 695, 697, 700, 704, 710, 713, 715, 822
Committee Assignments 251, 259
Community Empathy 281
Compensable Factors 384, 389, 393
Compensation 7, 8, 12, 18, 25, 50, 51, 74, 77, 80, 94, 100, 114, 166, 223, 227, 332, 337, 349, 355, 367, 380, 400, 423, 427, 430, 435, 436, 437, 438, 440, 441, 443, 449, 450, 460, 464, 466, 467, 468, 472, 477, 478, 479, 484, 486, 491, 495, 500, 501, 520, 527, 536, 537, 542, 543, 545, 549, 583, 654, 664, 678, 712, 717, 737, 743, 747, 750
Compensation Administration 391, 492
Competency Analysis 125
Competency Models 125, 126
Competency-based Pay 451, 455, 465, 466, 467, 468, 501
Composite Bargaining 610, 611, 620, 621
Compressed Work-week 353, 648
Compulsory Retirement 224
Computerised HRIS 744, 746, 748, 749
Conciliation 693, 697, 701, 704, 708, 709, 710, 713, 714, 715, 716

ty 194, 391
 193, 194
 Operating Plan 612
 Operations 594
 (Regulation and Abolition) Act 532
 Planning 611, 620, 621
 49, 53
 3, 684
 1 202
 Validity 194, 195
 Technique 126, 130
 Training 242
 97
 812, 817, 819, 827, 829
 5, 813, 819, 820, 828, 830, 831
 598
 e 146
 27
 ement 212
 Present Value of Future Earnings 740
 Present Value of Future Earnings Method 739
 ent 111
 Competencies 88
 g 103, 243, 259, 260
 13, 23, 71, 77, 78, 80, 110, 111, 112,
 227, 229, 230, 314, 317, 352
 Models 147
 Method 739
 Performance Schedule 190
 Management 512, 516, 518
 Points 256
 ncy Plan 476
 nce Programme 509
 ion 13, 54
 ment 169
 g 175, 180, 181, 183
 ls 169, 181, 182, 651
 Inventory 153
 Insurance (ESI) Act, 1948 486, 539, 543,
 Ownership Plans 12, 481, 482
 on Scheme 1995 490
 dent Fund and Miscellaneous Provision Act,
 Harvard Model 41

Employers' Associations 608, 615, 680, 682, 683, 685, 686,
 693, 707
 Employment Exchanges 93, 166, 167, 173, 183
 Environmental Scanning 11, 245
 Equal Remuneration Act 95, 527
 Ethnocentrism 816, 827
 Executive Development 17, 39, 253, 342, 765
 Exit Interview 223, 579, 750
 Expected Realisable Value Method 740
 Expert Systems 79
 Extramural 528, 533, 662
 Facilitation Skills 566
 Factor Comparison Method 386, 387, 390, 392
 Factories Act, 1948 166, 485, 486, 488, 505, 514, 518, 526,
 527, 531, 532, 582, 632
 Flexible Manufacturing 71, 90
 Flexible Work Arrangements 71, 81, 100, 354
 Flexiplace 354
 Flexitour 354
 Fringe Benefits 40, 443, 463, 484, 485, 486, 490, 491,
 493, 494, 495, 524, 746
 Functional Authority 50
 Functional Job Analysis 129, 137
 Functional Theory 526
 Gain-sharing Plan 481
 Gandhian Approach 695, 713
 Gantt Task and Bonus Plan 475
 Gate Hiring 173
 Gen Y 94
 General Adaptation Syndrome 772, 777, 797
 Geocentrism 817, 827
 Giri Approach 695
 Glass-ceiling Barrier 97
 Global Sourcing 91
 Good Faith Bargaining 621
 Graphology Tests 193, 194
 Grievance Procedure 40, 46, 578, 579, 580, 581, 582, 595,
 598, 600, 704, 706, 707
 Grievance Redressal 40, 49, 53, 372, 662
 Gripe Boxes 578, 598
 Group Life Insurance Scheme 545, 547, 548
 Guaranteed Time Rates 470, 471
 Halo Effect 197, 428
 Halsey Plan 473, 474, 475
 Harvard Model 41

Haynes Mani Plan 476
 Headcount 100
 Herzberg's Two Factor Theory 357, 362, 363
 Historical Cost Method 738
 Horizontal Fit 11
 Host Country Nationals 73, 812, 827
 HRD Matrix 333, 341
 Human Relations Movement 15, 17
 Human Resource Accounting 47, 752, 755
 Human Resource Development 16, 112, 113, 327, 331, 332,
 340, 342, 343, 752, 765
 Human Resource Information System 23, 41, 110, 153, 154,
 337, 743, 744, 748, 749
 Human Resource Outsourcing 91
 Human Resources Approach 15
 ILO Convention on Social Security 541
 Impersonal Discipline 593
 Industrial Conflicts 694, 698, 713
 Industrial Democracy 609, 693, 694, 698
 Industrial Dispute 698, 700, 710, 714, 715
 Industrial Relations 5, 17, 19, 21, 22, 590, 594, 599, 629,
 631, 632, 633, 643, 653, 660, 662, 669, 670, 672,
 674, 675, 680, 684, 685, 686, 779
 Industrial Revolution 15, 84
 Industrial Union 663, 664, 684
 Insubordination 223, 227, 584, 592, 595, 596, 597, 707
 Intellectual Capital 8, 18, 74, 756
 International Compensation 805, 821
 International HRM 41, 805, 811, 812, 827, 828, 829, 830
 International Labour Relations 805, 822
 International Recruitment Policy 816
 International Training and development 805, 819
 Intramural 525, 528, 533, 534
 Invincible Corporate Heroes 268
 JIT Method 247
 Job Analysis 17, 20, 38, 119, 120, 121, 122, 123, 124, 125,
 126, 127, 129, 130, 131, 133, 134, 136, 137, 138,
 139, 140, 181, 183, 207, 348, 415, 430, 431
 Job Bidding 168
 Job Design 14, 39, 123, 347, 348, 696
 Job Enrichment 39, 349, 356, 357, 372, 373, 374, 375,
 376, 648, 650, 652, 655, 696
 Job Evaluation 39, 337, 381, 382, 383, 384, 385, 386, 387,
 388, 389, 390, 391, 392, 394, 395, 399, 437, 438,
 439, 442, 447, 457, 483, 700
 Job Extinction View 120
 Job Families 467, 468

Job Rotation 242, 250, 251, 259, 261, 262, 263, 340, 356,
 357, 373, 374, 375, 376, 466
 Job Specification 124, 132, 133, 137, 138, 139, 148, 220,
 742, 759
 Joint Consultations 704, 705
 Joint Management Councils 630, 633, 637, 652, 697, 705,
 713
 Kaizen 84, 86, 645
 Labour Welfare 17, 60, 523, 524, 525, 526, 527, 528, 529,
 530, 532, 533, 534, 547, 638, 717
 Layoff 78, 151, 224, 225, 226, 228, 230, 361, 365, 698,
 713
 Lead Time 172, 742
 Leaderless Group Discussion 192
 Leadership Across Cultures 826
 Line Relationship 51
 LPG Era 18, 164, 339
 Make or Buy Dilemma 70
 Management by Objectives 83, 741
 Management Development 205, 355
 Management Position Description Questionnaire 129, 137
 Manpower Gaps 151
 Markov Analysis 148, 149, 153, 155, 156, 157
 Maslow's Need Hierarchy Theory 360, 362
 Maternity Benefits Act 539, 544, 547, 548
 Mating Theory 162
 Matrix Organisational Structure 52
 Maxiflex 354
 Mentor 18, 249, 696, 794, 795, 800, 801, 802, 803
 Mentoring 93, 248, 249, 250, 259, 260, 261, 281, 303,
 310, 316, 696, 769, 793, 794, 795, 796, 797, 799,
 800, 801, 802, 803
 Mergers & Acquisitions 71, 74, 112
 Merit Pay 450, 465, 473, 477, 491, 492, 493, 494
 Merit-based Promotions 220
 Merrick's Differential Piece Rate System 473
 Mines Act, 1951 531, 532
 Minimum Wages Act, 1948 446, 486
 Minnesota Multiphasic Personality Inventory 190
 Misconduct 97, 227, 228, 231, 584, 586, 590, 591, 592,
 593, 594, 595, 599, 601, 602, 716
 Mission Critical Activities 90
 Model Grievance Procedure 580, 581, 582, 598, 600, 706
 Morale 248, 254, 354, 369, 370, 371, 372, 373, 374, 376
 Morale Building 371, 372
 Motivation 237, 239, 243, 327, 330, 340, 801, 802

- ment 342
 m 528, 674
 sion on Labour 598, 619, 634, 637, 699,
 707, 709
 of Personnel Management 17
 Employment Guarantee Act, 2005 541
 ne 575, 583, 600
 inery 661
 ss 648
 1
 y 579, 580, 598, 601, 602, 655, 712
 271, 579, 598
 t Method 739
 elopment 336, 338, 340, 342
 alysis 124, 244, 246
 imate Analysis 245
 ng 243
 7, 228, 229, 230, 231, 751
 s 676
 07, 205
 391
 Act, 1965 447, 527
 Act, 1936 440, 446, 486, 527
 9, 661
 selling 788, 789, 790, 797
 90, 191, 204, 206, 207
 3, 41, 743
 y 746, 749
 5
 479
 ory 526
 15, 468, 470, 471, 473, 475, 493
 26
 Act, 1951 531, 532, 534
 es 111
 388, 389, 390, 391, 392, 439
 827
 7
 uestionnaire 128, 130, 137, 390
 575, 583, 585, 586, 587, 598, 600, 602
 195
 ion Bonus 480
 ion 592
 Productivity Bargaining 611, 616, 620, 621, 622
 Profit-sharing 5, 29, 440, 450, 480, 481, 482, 491, 536,
 710
 Programmed Instruction 252, 259, 262, 263
 Progressive Discipline Approach 587
 Projective Tests 191
 Prospecting Theory 162
 Public Relations Theory 526
 Quality Circles 337, 342, 357, 372, 558, 569, 639, 642,
 643, 644, 645, 646, 653, 654, 743
 Quality of Work Life (QWL) 5, 337, 647
 Quality of Working Life 16, 19, 479, 629, 643, 649, 651,
 652, 654
 Questionnaire Method 127, 128, 136
 Quick Surgery 76
 Ranking Method 385, 386, 390, 392, 414
 Re-entry Shock 830
 Realistic Job Preview 198, 205, 206, 207
 Record Keeping 53, 91
 Records Management 112
 Recruiting Yield Pyramid 177
 Red Hot Stove Rule 588, 600
 Redeployment Plan 151
 Redundancy plan 151
 Reengineering 19, 71, 87, 88, 89, 94, 110, 111, 115, 135,
 136, 372, 373, 652
 Refresher Training 236, 242, 259, 263
 Registered Union 668, 669, 673, 683, 684
 Religious Theory 526
 Remedial Transfers 219
 Repatriation 262, 750, 805, 819, 823, 828, 829, 830, 831
 Replacement Chart 150, 157, 307, 308
 Replacement Cost Method 738
 Representative Authority 619
 Resource Utilisation Analysis 245
 Retention Planning 95
 Retrenchment 5, 147, 151, 486, 634, 660, 661, 700, 702,
 710, 711, 713, 715, 716
 Review Mechanisms 566
 Role Ambiguity 561, 570, 771, 775, 795
 Role Analysis 133, 134, 137, 245, 333, 334, 696
 Rowan Plan 474
 Rucker Plan 468, 480
 Salary Survey 437, 438, 454, 455
 Scanlon Plan 468, 480, 481
 Scientific Management 15, 349, 352, 370, 378, 473
 Self-managing Teams 558, 559, 567, 569, 570, 571
 Seniority-based Promotions 221
 Sensitivity Training 253, 336, 815
 Shared Leadership 558, 566
 Show-cause Notice 590
 Shrinking Membership 678
 Simulation Tests 191
 Skill-based Pay 80, 465, 466
 Skills Inventory 148, 153, 155
 Social Loafing 561, 564, 571
 Social Security 39, 40, 355, 484, 518, 519, 524, 533, 539,
 540, 541, 542, 545, 546, 547, 548, 618, 661, 678,
 753
 Social Security Measures 40
 Socialisation 214, 215, 228, 229, 230, 231
 Soft Due Diligence 76
 Sons of the Soil 165
 Staff Relationship 47, 48, 51
 Staffing Table 148, 155
 Stake Building 560
 Standing Conference on Public Enterprises 682
 Standing Orders 97, 582, 590, 592, 599, 634, 694, 697,
 704, 706, 710, 713, 715
 Stanford-Binet Test 190
 Steering Committee 643, 644, 646, 649
 Step-ladder Approach 580
 Stereotyping 102, 197, 205, 207, 422, 425, 820
 Strategic Shifts 628
 Stress 41, 46, 78, 79, 102, 104, 117, 506, 507, 508, 509,
 516, 519, 566
 Stress Interview 117, 197
 Stress Management 506, 516
 Structured Questionnaire 121, 128
 Subcontracting 174, 180, 665
 Subsistence Allowance 227, 231, 592, 706
 Succession Planning 39, 57, 95, 114, 144, 155, 258, 289,
 302, 303, 306, 307, 309, 310, 312, 313, 314, 315,
 316, 317, 318, 742, 746, 747, 761
 Synergy Building 560
 Systematic Integration 76
 Systematic Process 39, 154
 Targeted Selection 95
 Taylor's Differential Piece Rate System 473, 475
 Team Diversity 561
 Telecommuting 71, 81, 105, 348, 355, 652
 Temping 99, 100
 T-Group 274, 275, 284
 Thematic Appreciation Test 191
 Theory X and Y 364
 Theory Y 15, 365
 Theory Z 365, 374
 Third Country Nationals 812, 827
 Third Party Intervention 609, 610, 622
 Time Lapse data 177, 180
 Time Wage System 468, 470
 Tonic Effect 629, 630
 Total Quality HRM 85
 Total Quality Management 16, 69, 89, 331, 358, 373, 404,
 652, 676
 Towne Plan 468, 480
 Trade Unionism 15, 631, 659
 Trade Unions 35, 40, 59, 97, 408, 631, 633, 636, 637,
 692, 693, 694, 695, 697, 702, 704, 707, 710, 711,
 712, 713, 716, 742
 Training Needs Assessment 244, 256
 Trend Analysis 146, 155, 157
 Trusteeship Theory 526, 695
 Understudy Assignments 276
 Union Rivalry 620, 637, 652, 669, 674, 675, 683
 United Labour Front 679
 Variable Pay 460, 465, 466, 479, 491, 493, 536
 Vertical Fit 11
 Vestibule Training 252, 260, 263
 Victimisation 585, 598, 707
 Virtual Teams 81, 355, 560, 561, 567, 568, 571, 756
 Voluntary Arbitration 581, 695, 697, 708, 709, 710, 714
 Wage Bill 378, 444, 477
 Wage Boards 616, 619
 Wechsler Adult Intelligence Scale 190
 Weighted Application Blanks 188, 205
 Whistle Blowers 228, 231
 Whole Learning 240
 Work Load Analysis 147
 Work-life Balance 72, 105, 106, 800
 Workers Participation in Management 636, 653
 Workforce Analysis 147, 148
 Workplace Bullying 597, 598
 Workplace Cohesion 556
 Work Sample Method 192
 Yield Ratios 177, 180
 Zero-sum Game 610

 3rd EDITION

human resource MANAGEMENT

text and cases

This book aims at integrating theory with practice—supported by the latest research findings in the field with a view to make the subject very relevant and exciting to aspiring managers. The insights from corporate world have been incorporated at appropriate places to facilitate easy understanding of the subject. Every attempt has been made to present the contents in a simple, lucid and easily understandable style. It provides a comprehensive coverage to a vast, growing discipline—well supported by cases, incidents and examples from the corporate world. Numerous examples, skill building activities, and objective type questions have been used in this book to clear the fog surrounding many topics.

This book is primarily meant for the students pursuing advanced courses in Human Resource Management such as MBA, PGDBA, MCom and also for the Civil Services.

New to this Edition

- HRM and Competitive Advantage
- HR's Evolving Role in 21st Century
- Globalisation, Mergers/Acquisitions, Downsizing and HR
- Outsourcing and Offshoring
- Diversity Management
- Work-life Balance
- e-HRM, e-Recruitment, e- Selection, e- Training
- Employer Branding
- Quality hiring as a source of Competitive Advantage
- HRD and the LPG Era
- Performance Appraisal for Teams
- Computerized Performance Appraisals
- Pay for Performance Systems
- Social Security Measures in India
- Industrial Accidents: Current Scenario
- Managing Difficult Employees
- Empowering Employees
- Best places to work in India and USA
- Insubordination, Workplace Bullying and Sexual Harassment
- Current Trends in Collective Bargaining and Trade Unionism
- Industrial Relations Scenario in India
- Coaching and Mentoring
- Negotiation, Motivation and Leadership across Cultures
- New Cases, real life examples from corporate world in India


EXCEL BOOKS

ISBN 978-81-7446-895-6

