Human Resource Management







I would also like to thank all those who read chapters and cases of my book and wrote authoritative foreword and testimonials for my book. They include Mr. S. Ramadoss, Sr. V.P. & CHRO of Titan Industries Limited, Mr. Buddhadeb Das Gupta, COO- Nous Infosystems, Dr. Anil Kumar Mulpur, V.P. & Clinical Director, Narayana Hrudayalaya, Dr. J. Sadakkadulla, Principal, Reserve Bank Staff College, Chennai & Mr. K.G.Umesh, Head - Human Resources, The Himalaya Drug Company. I thank them for their valuable time and precious words for my book.

I express my special thanks and genuine regard for **Dr. Ayyagari Padmasri** for her benevolence and blessings.

I would like to thank all my **faculty colleagues** and especially my colleagues in the Organizational Leadership & Strategy area in the Alliance School of Business (Alliance University) and **my students** who have provoked thought and generated innumerable ideas that have become foundations in this project.

My special thanks to Mr. Manmohan Singh for his tireless and extraordinary help in putting together this book. I would like to thank my colleague Ms. Betsy Xaviour who has been a great help in documentation.

The unflinching support of my brother **Subhashish** in my early life was invaluable. This milestone would not have been possible without him.

The last two people whom I wish to thank are my wife **Vandana** and my six year old son **Arnab**, who have been tremendously supportive and have shown great understanding whenever I have stolen their share of time in writing this book. I couldn't have done this book without their love and support.

PELL INTO James Service Andrew State of the Committee of

what godfuno, and Turns within the completion of the completion of

where I same to be the first property from which the wind the property of great and a

and among the format of the state of the sta

Dr. Debashish Sengupta

Bangalore (India)

Brief Contents

Foreword Preface About the Book About the Author Acknowledgements	vii ix xiii xv
PART I	
CHAPTER 1: The New Brand Ambassadors	3
CHAPTER 2: The New Age HRM	13
CHAPTER 3: Human Resource Planning	51
CHAPTER 4: Job Analysis	75
CHAPTER 5: Recruitment	109
CHAPTER 6: Selection	151
CHAPTER 7: Relibility & Validity in Selection	177
CHAPTER 8: Performance Management Systems	193
CHAPTER 9: Competency Based Performance Management	215
CHAPTER 10: Learning Process & Trainers	239
CHAPTER 11: Employee Training & Development	249
CHAPTER 12: Compensation & Benefits	275

xviii		Human	Resource	Management
-------	--	-------	----------	------------

CHAPTER 13: Performance-based Compensation	319
CHAPTER 14: Workplace Health & Safety	349
CHAPTER 15: Industrial Relations	371
CHAPTER 16: Women Workforce & HR	393
CHAPTER 17: Human Resource Automation, Audit & Accounting	409
CHAPTER 18: Social Media Applications in Managing Human Resource	433
CHAPTER 19: Talent Management	441
CHAPTER 20: Employee Engagement	457
ART II	
Business Cases	475
1. Chink in the Giant	475
2. No Time to Holiday	478
3. Why Indian Firms go Wrong when Hiring US Sales Teams?	481
4. Selection Blues	484
5. Faulty Appraisals	486
6. Appraisals at Hexagon Foods	488
7. The Skills Gap in Canada	490
8. The Best Archer	498
9. Bharti Airtel Trains for Customer Service	500
10. Training for Safer Roads	501
11. Compensation Woes of Engineering Faculty	504
12. ESOPs in GMT Bank	506
13. Sexual Harassment at Simon Logistics	508

	Brief Contents	▼ xix
14.	Strike at Spark Automatives & Precision Engineering	510
15.	Strike at Maruti Suzuki India	512
16.	Air India Strikes	518
17.	Women Participation in Workforce	520
18.	Automating to Match Scale	524
19.	Employee-voices on Social Media	526
20.	On-boarding at Taj Hotels	530
21.	YUM Increasing Footprint through Effective Talent Management	533
PART I		
Сомр	REHENSIVE CASES	537
1.	HRP for 2010 Winter Olympic Games	537
2.	A Metropolitan University	565
3.	Job Characteristics of Officers & Agents: Results of a	
	National Job Analysis	585
INDEX		613

Detailed Contents

	Foreword		1
	Preface		vi
	About the Book		ix
	About the Author		xii
	Acknowledgements		YI
	Acknowledgements		
E S			
ES	PARTI		
	CHAPTER 1: The No	ew Brand Ambassadors	3
	Introduction		4
	How to Develop Brand Ar	mbassadors?	6
	Success Stories		10
	The Maruti Salesman		10
	Spreading Magic @W	hirlpool	10
	Singing what Samsung		11
	Eassy Questions		11
	Application Questions		11
	Bibiolography		11
	CHAPTER 2: The No	ew Age HRM	13
	Introduction		14
	Political Factors		15
	Business Imperatives E	Oriven by Changed Political Climate	17
	HR Imperatives Driver	n by Political Context	18
	1. Managing Cultur		18
	2. Talent Managen	nent	18

The grant of the second second

Manufacturers Training Provided by the Organization

3. Structural Change in Organization		19
4. Training and Development		19
5. Employee Engagement		19
6. Increase in Use of Temporary Employment Practices		19
7. Focus on Key Players	14	20
8. Increasing use of Technology and Business Intelligence		20
Economic Factors		20
Business Imperatives Driven by Changed Economic Climate	287	22
HR Imperatives Driven by Economic Environment		24
Social Factors		25
Business Imperatives Driven by Changed Social Context		28
HR Imperatives Driven by Social Context		28
Cultural Factors		30
Business Imperatives Driven by Changed Cultural Environment		31
HR Imperatives Driven by Cultural Context		33
Legal/Regulatory Factors		34
Business Imperatives Driven by Changed Legal/Regulatory Climate		35
1. Ease of Trade		35
2. Restructuring		36
3. Security		36
4. Parity		37
HR Imperatives Driven by Legal Environment		37
Technological Factors		39
HR Imperatives Driven by Technological Context		41
New Age HRM Roles		45
Essay Questions		48
Application Questions		48
Bibliography		48

CHAPTER 3: Human Resource Planning		51
Introduction		52
Human Resource Function		52
Human Resource Planning		53
Key Elements of HR Planning		54
Implications of HR Planning on Organisation		54
Factors Affecting Human Resource Planning		55
The Macro Environmental Factors		55
The Where (madding opecine) ractors		56
The Company Specific Factors		61

Exhibit 2: JA of a Manager-Software Development of a Leading Internet Solutions & Networking Company Exhibit 3: JA of a Project Manager in a Global Management Consulting, Technology Consulting and Technology Outsourcing Company Additional Job Information Decision Making/Problem Solving Working Environment Minimum Qualifications Primary Purpose Training for Senior/Middle Level Management Development Activities Essay Questions	95 100 102 104 104 105 106 106
Application Questions	106
Bibliography	106
CHAPTER 5: Recruitment	109
Introduction Recruitment Species of Candidates to be Avoided Recruitment Objectives Various Factors Affecting Recruitment External Factors Internal Factors Sources of Recruitment A. Internal Sources B. External Sources	110 110 112 113 115 115
Recruitment Process Recruitment Advertisements – More than a 'Vacancy' Announcement e-Recruitment Advertisements	115 117 118 121
Advantages of e-Recruitment Advertisements Reduced Costs Reduced Time to Hire Increase Efficiency of the Process Creative Design	122 122 122 122
Greater Access Flexible and Scalable	122 122 122

SWOT Analysis of e-recruitment Advertisements	
Strengths	
Weaknesses	123
Opportunities	123
Threats	124
Social Media Recruitment	125
About Human Capital Institute	125
RPO in Today's Economic Environment	126
Talent Acquisition and RPO - The Current State	127
Defining RPO	128
Why Use RPO?	129
What Recruiting Practices Drive RPO Today?	130
Linking Strategic Priorities and Recruiting Practices	134
Strategy & Analysis	134
RPO - Challenges and Opportunities	135
Conclusion	140
Summary	142
Survey	143
Findings	143
Appendix 1: Methodology and Demographics Methodology	144
An Opportunity for Competitive Advantage	144
Appendix 2: Factor Analysis of Critical Talent Acquisition Practices	147
Essay Questions	149
Application Questions	149
Bibliography	149
CHAPTER 6: Selection	151
Introduction	152
Selection Process	152
Selection Tests	154
Exhibit 1: Sample English Ability Test	157
Exhibit 2: Sample Aptitude Test	158
Exhibit 3: Businessballs Handwriting Quick Self-test	159
Graphology Explanation	159
The Basic Features of Handwriting	160
Graphology - The Basic Analysis	161
The Three Cases - Divisions of Personality	162
Some Other Simple Indicators	163

	Cold Calling	164
	Sorting the Curriculum-Vitae (CV)	164
	Selection Interview	165
	Dos	165
	Don'ts	166
	How to Avoid Sub-conscious Bias?	167
	Reference Checking / Background Verification	167
	Why Verify?	167
	Exhibit 4: Cost of the Wrong Hire	168
	What to Verify?	169
	What not to Verify?	169
	Exhibit 5: Backchannel Referencing	170
	Exhibit 6: National Skills Registry (NSR)	170
	Where to Verify?	170
	How to Verify?	171
	Essay Questions	172
	Application Questions	173
	Bibliography	174
SARTH VI	CHAPTER 7: Relibility & Validity in Selection	177
	Introduction	178
	Kinds of Errors in Selection	178
	Selection Errors	179
	Omission Errors	179
	Other Errors	179
	Reliability	179
	Types of Reliability	180
	Limitation of Test-retest Reliability	180
	Solution	^c 181
	a) By Altering the Length of the Test	182
	b) By Altering the Quality of Question in a Test	183
	Interpreting Point Biserial Correlation Coefficient (rpbi) Values	186
	Validity	187
	Kinds of Validity	187
	Relationship Between Reliability & Validity	189
	INCIDENTIAL DECEMPORATION OF THE PROPERTY OF T	
		189
	Interpreting Validity Coefficients Essay Questions	189 190

E	Biblioraphy	191
Сн	APTER 8: Performance Management Systems	193
ı	Introduction	194
S	Scope of Performance Management	195
S	Setting Objectives	197
k	Key Result Areas (KRAs)	197
(Core Responsibilities (CRs)	197
1	ndividual Contribution Areas (ICAs)	197
Į	Use of Balanced Score Card (BSC) in Setting KRAs	198
A	Anomaly of Assessment	198
F	Four Parameters & Cascading Principle	199
(Objective Setting & Cascading Principle	199
٨	Managerial Role in Setting Objectives	202
	Don'ts	203
	Dos	203
	Mid-term Review	203
	Annual Appraisal	204
Т	Fraditional Appraisal Methods	204
	Doubts on Accuracy of Performance Appraisals	206
	Contemporary Appraisal Methods	207
٨	Management by Objectives (MBO)	207
3	360º Performance Appraisal Method	208
	Merits	208
	Demerits	208
S	Steps in Annual Appraisal Process	209
Ţ	The Appraisal Interview	210
F	⁻ eedback	210
٨	Manager's Role in Feedback	211
	Conclusion	211
E	ssay Questions	212
	Application Questions	212
B	Bibliography	213

HAPTER 9: Competency Based Performance Management 2	15
Competency	216
Competency and Organizational Strategy	217
Competency and other HR Processes	218
Recruitment	218
Performance Management System	218
Individual Development	218
Succession Planning	218
Leadership Development	218
Competency Dictionary	218
Competency Buckets	219
Exhibit 1: Competency Bucket for Head of the Department of Watch Assembly	219
Exhibit 2: Competency Bucket for Head of the Department of Watch Assembly -	220
Ouality	220
Exhibit 3: Competency Bucket for Team Member of Watch Assembly	221
Exhibit 4: Competency Bucket for Team Member of Watch Assembly - Quality	221
Exhibit 5: Competency Bucket for Team Member of Watch Assembly -	222
Coordination with other Units	222
Preparing Competency Buckets	223
1. Sensitization	223
2. Identification of Functional and Role Competencies	223
Accountability	224
Competency Gap	224
Types of Competencies	225
1. Functional Competencies	225
2. Behavioural Comptencies	225
Competency Mapping Process	225
Exhibit 6: Competency Mapping of Mr. Thomas Varghese,	227
Senior Consultant (IT)	228
Functional Competencies	228
Behavioural Competencies	229
Functional Competencies	230
Behavioural Competencies	230
Exhibit 7: Competency Mapping of Mr. Arnold Hopkins,	232
Director Consultant in a Strategic Consulting Group	232
Functional Competencies	232
Behavioural Competencies	202

Essay Questions	236
Application Questions	236
Bibliography	237
CHAPTER 10: Learning Prod	cess & Trainers 239
Introduction	240
Learning	240
The Process of Learning	240
Learning Styles	241
	243
a. Social Learning Theory	243
b. Adult Learning Theory	245
Implications of Adult Learning Theor	y for Trainers 245
The Learning Curve	246
Implications for Trainers	246
Transfer of Learning	247
Essay Questions	247
Application Questions	247
Bibliography	248
CHAPTER 11: Employee Tra	ining &
Development	
	250
Training	250
	250
Training versus Development	250
Relationship between Learning, Training,	
Competency & Competency Gap	
	252
Reading Exhibit 2	252
The Training Process Model	252
Training Need Analysis	253
a. Organizational Training Need Ana	lysis 254
b. Operational Training Need Analys	
c. Individual Training Need Analysis	254

ilad	COL	tents	
IICU	UUI	ILCIILD	

Approaches to Training Need Assessment (TNA)		254
		255
Reading Exhibit 4		255
Reading Exhibit 5: Proactive TNA by IBM		255
Training Plan	***	256
Training Methods		257
Commonly Used Training Methods		257
Simulation	riddoubledith	257
Role Play		257
Case Studies		257
Reading Exhibit 6: Triage Training (Virtual Training)		258
Reading Exhibit 7: Outbound Training @ Cognizant		258
Computer Based Training (CBT)		258
Outbound Training		258
Choosing the Right Rraining Method – The 3-C Model		259
Reading Exhibit 8: Team Building through Drumming		259
Training Evaluation		261
Why Evaluate?		261
What to Evaluate?		261
When to Evaluate?		261
How to Evaluate?		263
Return on Investment in Training		264
Categories of Return of Investment (ROI)		264
Practical Issues in ROI Computation		265
1. Does Performance Result in increase of Organizat	ional Revenues/Billing?	265
2. Are Improvements Always Quantitative?		265
Reading Exhibit 9: A Training Need Analysis Sample		266
Company Profile		266
3. Can Effects of Training be Isolated?		266
Group of Companies		267
Training Need Analysis & Results		271
A. Organizational Analysis of Training Needs		271
B. Operational Training Need Analysis		271
C. Person Analysis		272
Essay Questions		272
Application Questions		273
Bibliography		273
bibliography		

CHAPTER 12: Compensation & Benefits	275
Introduction	276
What is Compensation?	276
Factors Governing Compensation	277
Objectives of a Compensation System	277
1. Equity	277
2. Efficiency	278
Components of a Compensation Package	278
Base Pay Structure (Fixed component)	278
Basic Component	278
HRA (House Rent Allowance)	279
DA (Dearness Allowance)	279
Leave Travel Allowance	279
Mobile Expenses	279
Medical Allowance/Reimbursements, etc.	279
Variable Pay Programs	279
Variable Pay Plans for Sales	279
Variable Pay Plans for Non-Sales	280
Bonus	280
Commissions	280
Mixed Plans	281
Incentives	281
Sign on Bonuses	281
Profit Sharing Payments	281
Stock Options	281
Benefits	282
Types of Benefits	283
i. Paid time off (also referred to as PTO)	283
ii. Insurance Programs	283
iii. Fringe Benefits	283
iv. Social Security	284
Reading Exhibit 1: HSBC (USA)	286
Rewards & Recognition	287
Pricing the Jobs	288
Reading Exhibit 2: Hay Group Spectrum - Job Evaluation for a New Generation lab Evaluation	
Job Evaluation	289
Compensable Factors	290
CF – Category I: Skill	291
CF Category II: Responsibility	291

	Approaches to Training Need Assessment (TNA)	254
	Reading Exhibit 3	255
	Reading Exhibit 4	255
	Reading Exhibit 5: Proactive TNA by IBM	255
	Training Plan	256
	Training Methods	257
	Commonly Used Training Methods	257
	Simulation	257
	Role Play	257
	Case Studies	257
	Reading Exhibit 6: Triage Training (Virtual Training)	258
	Reading Exhibit 7: Outbound Training @ Cognizant	258
	Computer Based Training (CBT)	258
	Outbound Training	258
	Choosing the Right Rraining Method – The 3-C Model	259
	Reading Exhibit 8: Team Building through Drumming	259
	Training Evaluation	261
	Why Evaluate?	261
	What to Evaluate?	261
	When to Evaluate?	261
	How to Evaluate?	263
	Return on Investment in Training	264
	Categories of Return of Investment (ROI)	264
	Practical Issues in ROI Computation	265
	1. Does Performance Result in increase of Organizational Revenues/Billing?	265
	2. Are Improvements Always Quantitative?	265
	Reading Exhibit 9: A Training Need Analysis Sample	266
	Company Profile	266
	3. Can Effects of Training be Isolated?	266
	Group of Companies	267
	Training Need Analysis & Results	271
	A. Organizational Analysis of Training Needs	271
	B. Operational Training Need Analysis	271
	C. Person Analysis	272
	Essay Questions	272
	Application Questions	273
	Bibliography	273
	Dibliography	

CHAPTER 12: Compensation & Benefits	27
Introduction	2
What is Compensation?	2
Factors Governing Compensation	2
Objectives of a Compensation System	
1. Equity	2
2. Efficiency	
Components of a Compensation Package	
Base Pay Structure (Fixed component)	
Basic Component	
HRA (House Rent Allowance)	
DA (Dearness Allowance)	
Leave Travel Allowance	
Mobile Expenses	
Medical Allowance/Reimbursements, etc.	
Variable Pay Programs	
Variable Pay Plans for Sales	
Commissions Mixed Plans	
Incentives	
C! D. D	
Sign on Bonuses	
Profit Sharing Payments	
Stock Options	
Benefits	
Types of Benefits	
i. Paid time off (also referred to as PTO)	
ii. Insurance Programs	
iii. Fringe Benefits	
iv. Social Security	
Reading Exhibit 1: HSBC (USA)	
Rewards & Recognition -	
Pricing the Jobs	
Reading Exhibit 2: Hay Group Spectrum - Job Evaluation for a New Generation	1
Job Evaluation	
Compensable Factors	
CF – Category I: Skill	
CF Category II: Responsibility	

	CF Category III: Effort	292
	CF – Category IV: Working Conditions	292
	Non Quantitative Techniques of Job Evaluation	293
	Ranking Method	293
	Job Classification Method	293
	Quantitative Methods of Job Evaluation	294
	Point Method	294
	Factor Comparison Method	296
	Market Pricing/Benchmarking	297
	Reading Exhibit 3: Internal Wage Structure	299
	An Article by Mr. Gregorio Billikopf, U C Davis, University of California	299
	Pay Fairness (Pay Equity)	299
	What is Behind Pay Differences?	301
	Job Evaluations and Market Consideration	303
627	Job Evaluation	303
	Market Considerations	305
	Reconciling Market & Job Evaluations	306
	Elements of A Wage Structure	306
	Maintaining A Pay Structure	308
	Seniority-based Raises	309
	Merit-based Raises	309
	Promotion Pay	311
	Out-of-line or Color Rates	312
	Cost of Living Adjustments (COLAs)	313
	Flat vs. Percentage COLAs	313
	Summary	314
	Wage Compression & Minimum Wage	314
	Essay Questions	315
	Application Questions	315
	Bibliography	316
	CHAPTER 13: Performance-based Compensation	319
	Introduction	320
	Performance-based Pay/ Variable Pay	321
	Types of performance-based Pays	321
	Merit Pays/Increments	322
	Individual Incentives	322

Gain-Sharing & Profit-Sharing		323
Employee Stock Options (ESOPs)		324
Performance Bonus		326
The Payment of Bonus Act, 1965		327
Reading Exhibit 1		329
		329
Performance Milestones		329
Reading Exhibit 3		330
Gainsharing or Profit Sharing: The	Right Tool for the Right Organization	
(Robert L. Masternak-2009)	-Parisings At Independent assessment	330
Story		331
The Moral of the Story		332
Profit Sharing		333
Gainsharing		336
History	DENT THE RIGHTS BUSINESS OF	336
Line-of-Sight & Measurement		339
Family of Measures		340
Essay Questions		346
		2.4
Application Questions		346
Application Questions Bibliography		346
Bibliography		347
Bibliography HAPTER 14: Workplace I	Health & Safety	349
Bibliography HAPTER 14: Workplace Introduction	Health & Safety	349 359
Bibliography HAPTER 14: Workplace I Introduction Accidents/Industrial Disasters	Health & Safety	349 359 359
HAPTER 14: Workplace Introduction Accidents/Industrial Disasters Some of the Worst Industrial Accident	Health & Safety s & Disasters	349 35 35 35
HAPTER 14: Workplace Introduction Accidents/Industrial Disasters Some of the Worst Industrial Accident The Ten Worst Worldwide Mining	Health & Safety s & Disasters	349 359 359 359
HAPTER 14: Workplace Introduction Accidents/Industrial Disasters Some of the Worst Industrial Accident The Ten Worst Worldwide Mining Four Levels of Safety Interventions	Health & Safety s & Disasters	349 35 35 35 35
HAPTER 14: Workplace Introduction Accidents/Industrial Disasters Some of the Worst Industrial Accident The Ten Worst Worldwide Mining Four Levels of Safety Interventions Legal Angle	Health & Safety s & Disasters g Disasters	349 35 35 35 35 35
Introduction Accidents/Industrial Disasters Some of the Worst Industrial Accident The Ten Worst Worldwide Mining Four Levels of Safety Interventions Legal Angle The Factories Act, 1948	Health & Safety as & Disasters as Disasters	349 35 35 35 35 35 35
HAPTER 14: Workplace Introduction Accidents/Industrial Disasters Some of the Worst Industrial Accident The Ten Worst Worldwide Mining Four Levels of Safety Interventions Legal Angle The Factories Act, 1948 Some Other Acts	Health & Safety s & Disasters g Disasters	349 359 359 359 359 359 359 359
Introduction Accidents/Industrial Disasters Some of the Worst Industrial Accident The Ten Worst Worldwide Mining Four Levels of Safety Interventions Legal Angle The Factories Act, 1948 Some Other Acts The Mines Act, 1952	Health & Safety as & Disasters as Disasters	345 35 35 35 35 35 35 35
Introduction Accidents/Industrial Disasters Some of the Worst Industrial Accident The Ten Worst Worldwide Mining Four Levels of Safety Interventions Legal Angle The Factories Act, 1948 Some Other Acts The Mines Act, 1952 The Dock Workers Act, 1986	Health & Safety as & Disasters g Disasters	345 35 35 35 35 35 35 35 35
Introduction Accidents/Industrial Disasters Some of the Worst Industrial Accident The Ten Worst Worldwide Mining Four Levels of Safety Interventions Legal Angle The Factories Act, 1948 Some Other Acts The Mines Act, 1952 The Dock Workers Act, 1986 Workmen's Compensation Act, 19	Health & Safety as & Disasters g Disasters	345 35 35 35 35 35 35 35 35 35
Introduction Accidents/Industrial Disasters Some of the Worst Industrial Accident The Ten Worst Worldwide Mining Four Levels of Safety Interventions Legal Angle The Factories Act, 1948 Some Other Acts The Mines Act, 1952 The Dock Workers Act, 1986 Workmen's Compensation Act, 1900	Health & Safety as & Disasters g Disasters	345 35 35 35 35 35 35 35 35 35 35
Introduction Accidents/Industrial Disasters Some of the Worst Industrial Accident The Ten Worst Worldwide Mining Four Levels of Safety Interventions Legal Angle The Factories Act, 1948 Some Other Acts The Mines Act, 1952 The Dock Workers Act, 1986 Workmen's Compensation Act, 1900 Workplace Violence	Health & Safety as & Disasters g Disasters	345 356 356 356 356 356 356 356 356 356 35
Introduction Accidents/Industrial Disasters Some of the Worst Industrial Accident The Ten Worst Worldwide Mining Four Levels of Safety Interventions Legal Angle The Factories Act, 1948 Some Other Acts The Mines Act, 1952 The Dock Workers Act, 1986 Workmen's Compensation Act, 1900 Workplace Violence	Health & Safety s & Disasters Disasters	

Essay Questions	368
Application Questions	368
Bibliography	368
CHAPTER 15: Industrial Relations	371
Introduction	372
Theoretical Approaches to Industrial Relations	373
Systems Model Approach	373
Roles of Industrial Relations	374
Trade Unions	375
Labour Acts	375
List of various Central Labour Acts	376
The Trade Unions Act, 1926	380
The Minimum Wages Act, 1948	380
Payment of Wages Act, 1936	381
Workmen's Compensation Act, 1923	382
Equal Remuneration Act [Act 25 of 1976 Amended by Act 49 of 1987]	383
Employee State Insurance Act, 1948	384
Payment of Gratuity Act	384
Employees' Provident Funds & Misc. Provisions Act, 1952	385
The Industrial Employment (Standing Orders) Act, 1946	385
The Payment of Bonus Act	385
The Shops and Establishments Act	386
The Maternity Benefit Act, 1961	386
The Industrial Disputes Act, 1947	387
The Factories Act, 1948	388
Apprentices Act, 1961	388
Future of Industrial Relations in India	388
Essay Questions	389
Application Questions	390
Bibliography	390
CHAPTER 16: Women Workforce & HR	393
Introduction	394
Unequal Worlds	396
Work-life Imbalance	396
Sexual Harassment & Physical Insecurity	397

Pay Discrimination & Glass Ceiling	39
Work Stress	39
Women Resource	399
Exhibit 1: IBM India	400
Exhibit 2: Ernst & Young	40
Exhibit 3: American Express, India	402
Exhibit 4: Hindustan Unilever Limited (HUL)	402
Exhibit 5: Taj Group of Hotels	40.
Fyhihit 6. PensiCo	404
Exhibit 7. Marriott International Inc	404
Exhibit 8: Deloitte	401
Exhibit 9: Accenture	40
Essay Questions	100
Application Questions	40
Bibliography	40
HAPTER 17: Human Resource Automa Audit & Accounting	
Audit & Accounting	409
Audit & Accounting Automation	409
Audit & Accounting Automation Payroll Automation	409
Audit & Accounting Automation Payroll Automation Performance Management Automation Systems	409 410 410 411
Audit & Accounting Automation Payroll Automation Performance Management Automation Systems Recruitment Automation Systems	409 410 410 411 411
Audit & Accounting Automation Payroll Automation Performance Management Automation Systems	409 410 410 411 411 411
Audit & Accounting Automation Payroll Automation Performance Management Automation Systems Recruitment Automation Systems Employee Self-service Systems	409 410 410 411 411 412
Audit & Accounting Automation Payroll Automation Performance Management Automation Systems Recruitment Automation Systems Employee Self-service Systems Benefits & Pitfalls of Automation	409 410 410 411 411 412 412 412
Audit & Accounting Automation Payroll Automation Performance Management Automation Systems Recruitment Automation Systems Employee Self-service Systems Benefits & Pitfalls of Automation Audit	409 410 410 411 411 412 413 413
Audit & Accounting Automation Payroll Automation Performance Management Automation Systems Recruitment Automation Systems Employee Self-service Systems Benefits & Pitfalls of Automation Audit Rationale of Audit	409 410 410 411 411 412 413 413 413 413
Audit & Accounting Automation Payroll Automation Performance Management Automation Systems Recruitment Automation Systems Employee Self-service Systems Benefits & Pitfalls of Automation Audit Rationale of Audit Approaches to Audit Legal Approach to HR Audit Benchmarking Approach	409 410 410 411 411 412 413 413 415 419
Audit & Accounting Automation Payroll Automation Performance Management Automation Systems Recruitment Automation Systems Employee Self-service Systems Benefits & Pitfalls of Automation Audit Rationale of Audit Approaches to Audit Legal Approach to HR Audit Benchmarking Approach Strategic Approach to HR Audit	409 410 410 411 412 413 413 415 415 415
Audit & Accounting Automation Payroll Automation Performance Management Automation Systems Recruitment Automation Systems Employee Self-service Systems Benefits & Pitfalls of Automation Audit Rationale of Audit Approaches to Audit Legal Approach to HR Audit Benchmarking Approach Strategic Approach to HR Audit Reading Exhibit: Sample HR Audit	410 410 411 412 413 413 415 415 416
Audit & Accounting Automation Payroll Automation Performance Management Automation Systems Recruitment Automation Systems Employee Self-service Systems Benefits & Pitfalls of Automation Audit Rationale of Audit Approaches to Audit Legal Approach to HR Audit Benchmarking Approach Strategic Approach to HR Audit	409 410 410 411 412 413 413 415 415 416
Audit & Accounting Automation Payroll Automation Performance Management Automation Systems Recruitment Automation Systems Employee Self-service Systems Benefits & Pitfalls of Automation Audit Rationale of Audit Approaches to Audit Legal Approach to HR Audit Benchmarking Approach Strategic Approach to HR Audit Reading Exhibit: Sample HR Audit Employee Communications & Documents	409 410 410 411 412 413 413 415 415 416 416
Audit & Accounting Automation Payroll Automation Performance Management Automation Systems Recruitment Automation Systems Employee Self-service Systems Benefits & Pitfalls of Automation Audit Rationale of Audit Approaches to Audit Legal Approach to HR Audit Benchmarking Approach Strategic Approach to HR Audit Reading Exhibit: Sample HR Audit Employee Communications & Documents	410 410 411 412 413 413 415 415 416 416
Automation Payroll Automation Performance Management Automation Systems Recruitment Automation Systems Employee Self-service Systems Benefits & Pitfalls of Automation Audit Rationale of Audit Approaches to Audit Legal Approach to HR Audit Benchmarking Approach Strategic Approach to HR Audit Reading Exhibit: Sample HR Audit Employee Communications & Documents Recruitment, Employment and Selection New Hire Orientation	419 419 419 419 419 419 419 419 419 419

Employee Training & Development

	nacurco Management	
xxvi ► Hu	man Resource Management	
		417
	Performance & Behavior Feedback Processes	417
	Termination	417
	Human Resource Responsibilities	417
	Accounting	418
	Methods of Calculating HRA	418
	Cost Approach	419
	Economic Value Approach	420
	HRA at Infosys	421
	Education Index	421
	Is HRA Useful?	422
	Arguments against Human Resource Accounting	422
	Future of Human Resource Accounting	
	Reading Exhibit: Thoughtful HRIT Strategy and Preparation: Indispensable	422
	Precursor to HCM Solution Adoption	422
	Future of Human Resource Accounting	42
	HRIT Strategy: Points to Ponder	42
	In-house versus Outsource	42
	Aspects of Preparation	42
	Preparation of People	42
	Conclusion	42
	Permission	43
	Essay Questions	43
	Application Questions	43
	Bibliography	
	The Lord of the Late and the Late and the Lord of the	
	CHAPTER 18: Social Media Applications in	
	CHAPTER 18: 50Clai Media Application	43
	Managing Human Resource	
		4
	Introduction Social Media Recruitment	4
		4
	Reference Checks Networking & Communication	4
		4
	Essay Questions Application Questions	4
		4
	Bibliography	

CHAPTER 19: Talent Management	441
Is Talent Management an 'Oxymoron' Who is a Talent? Who Owns & Drives Talent Management? Talent Management – Priorities or Prescription Talent Management in a Bust Economy Talent Management: The New HRM Approach Talent Wheels Essay Questions Application Questions Bibliography	442 443 445 448 449 453 453 455 455 456
CHAPTER 20: Employee Engagement	457
Three Entities of Engagement Is Employee Engagement More than Job Involvement? Why Engagement? Introducing Employee Engagement Engagement Models	458 458 458 458 459
Levels of Engagement (i) 'The Engaged'	459 459
(ii) Almost Engaged (iii) Honeymooners and Hamsters (iv) Crash & Burn	460 460 460
(iv) Crash & Burn (v) The Disengaged Building Blocks of Engagement Trust	461 461 462
Treat your Employees Well Deliver Promises Envision	462 462 463
Career Growth Design Jobs Place of Work	463 463 463
Exhibit 1: Engagement through Idea Sharing and Team Participation @ Tita Collaborate Empower	464
Communicate	465

	Detailed Co	ontents	⋖ x	xxix
12	ESOPs in GMT Bank		E O	6
			500	O
13.	Sexual Harassment at Simon Logistics		508	3
14.	Strike at Spark Automatives & Precision Engineering		510	C
15.	Strike at Maruti Suzuki India		512	2
16.	Air India Strikes		518	3
17.	Women Participation in Workforce		520)
18.	Automating to Match Scale		524	1
19.	Employee-voices on Social Media		526	5
20.	On-boarding at Taj Hotels		530)
21.	YUM Increasing Footprint through Effective Talent Managemen	nt	533	}
PART				
Сом	PREHENSIVE CASES	5	37	
1.	HRP for 2010 Winter Olympic Games		537	7
2.	A Metropolitan University		565	;
3.	Job Characteristics of Officers & Agents: Results of a			
	National Job Analysis		585)

465
465
465
466
466
467
468
468
468
468
469
469
469
470
470
471

PART II

Busin	NESS CASES		475
1.	Chink in the Giant		475
2.			478
3.	Why Indian Firms go Wrong when Hiring US	Sales Teams?	481
4.	Selection Blues		484
5.	Faulty Appraisals		486
6.	Appraisals at Hexagon Foods		488
7.	The Skills Gap in Canada		490
8.	The Best Archer		498
9.	Bharti Airtel Trains for Customer Service		500
10.	Training for Safer Roads		501
11.	Compensation Woes of Engineering Faculty		504

Table 12: Mean, Mode, and Factor
Loadings for Hearing Questions
(121-130)

Question*	Mean Importance	Mode Importance	Mean Frequency	Mode Frequency	Tactics	*Status
Communicate effectively in private	4.05	5	4.77	7	.79	H.
conversations with no background noise						
Understand	3.9	4	4.11	5	.82	шишЦел
whispering		12.	VY8.2.		F DODE	esti mizzini
Hear with moderate	4.04	5	49	5	.79) = [thuiHi
background noise	1016	1501 320014	rice 19	Don't Lake		House
Hear verbal warnings with loud noise	4.33	5	3.4	один 4-лоти	.85	
Hear on phone with moderate noise	3.98	4	5.01	5	.82	allugget directens
Monitor radio transmission with moderate noise	4.28	5	5.7	7	.85	HULL YH
Communicate in the dark	4.29	5	3.74	5	82	
Understand accents/ foreign dialects	3.52	3	3.42	4	.72	L
Detect soft sounds	3.99	4	4.05	5	.88	Tand Like
Distinguish among sounds	4.12	5	4.36	5	.85	Н
Localize sound source	4.01	4	4.61	5	.84	kan alda

^{*}H = High priority, L = Low priority, R = More research needed,N = Questions not meeting criteria.

		Assertiveness and Modesty	481
		Associated Cement Companies Ltd	419
Accenture	405	Automating to Match Scale	524
Accidents/Industrial Disasters	350	Automation	410
Adult Learning Theory for Trainers	245	Auxillium West	412
Advantages of e-Recruitment Advertisen	nents122		
Air India	518	R	
American Accounting Association's			
Committee	418	Backchannel Referencing	170
American Express, India	402	Balanced Score Card (Corporate)	202
Annual Appraisal	204	Balancing Standardization	32
Anomaly of Assessment	198	Bandura's Social Learning Theory for	
Appointment Letter	153	Trainers	243
Appraisal Interview	210	Bangalore Metropolitan Transport Cor	poration
Apprentices Act 1961	388	(BMTC)	502
Approaches to Audit	415	Base Pay Structure	278
STROMAN	qim nezi	Baxter Healthcare	446
Approaches to Training Need Assessmen (TNA)	t 254	Behavioural Competencies	225, 228
Arguments against Human Resource	THE PHILIPS	Benefits & Pitfalls of Automation	412
Accounting	421	Best Archer	498
		TOTAL MANAGEMENT OF BUILDING TO SERVICE TO S	

Assertiveness and Modesty	481
Associated Cement Companies Ltd	419
Automating to Match Scale	524
Automation	410
Auxillium West	412
B	
Backchannel Referencing	170
Balanced Score Card (Corporate)	202
Balancing Standardization	32
Bandura's Social Learning Theory for Trainers	243
Bangalore Metropolitan Transport Co (BMTC)	
Base Pay Structure	278
Baxter Healthcare	446
Behavioural Competencies	225, 228
Benefits & Pitfalls of Automation	412
Best Archer	498
Sharat Heavy Electricals Ltd (BHEL)	419

Bharti Airtel Trains for Customer Service	500	Communities Under-represented in the	
Brannick and Levine	586	Labour Market	555
Building Blocks of Engagement	461	Companies Act, 1956	421
Business Imperatives Driven-by Changed Cultural Environment	31	Company Specific Factors Comparison of Officers and Agents	61 594
Business Imperatives Driven by Changed Economic Climate	22	Compensable Factors Compensation & Wage Administration	290 416
Business Imperatives Driven-by Changed Legal/Regulatory Climate	35	Compensation & Wage Administration Competency & Competency Gap	251
Business Imperatives Drivers by Changed Political Climate	17	Competency and Organizational Strategy Competency and other HR Processes	217
Business Imperatives Drivers by Changed		Competency Bucket 219, 220,	221
Social Context	28	Competency Dictionary	218
Phisusy of the later of the lat		Competency Gap	224
C		Competency Mapping Process	225
C.K Prahalad's n=1	445	Competency-Mapping Exercise	236
Career Growth	463	Competition Climate	61
Career Positioning	119	Competitive Business Strategy	23
Categories of Return of Investment	264	Competitors Strategy	114
CCL's Survey of Canadian Attitudes toward		Concurrent Validity	188
Learning	495	Contemporary Skill Inventory	44
Cement Corporation of India Ltd	420	Core Responsibilities (CRs)	197
Choosing the Right Rraining Method –		Corporate Positioning	119
The 3-C Model	259	Corporate Talent	445
Chronology of Research in Human Resourc	e	Cost implications	54
Accounting	418	Cost of Living Adjustments (COLAs)	313
Cisco Systems	44	Counterfeits	111
Cold Calling	164	Crash & Burn	460
Commonly Used Training Methods	257	Criterion Validity	188

Critical Incident Method	79
Critical Talent	445
Cultural Factors	30
Cultures and Organizations - Software of Mind	
Customer to Employees: New Age, New	
Customisation and Personalisation	32
D	
Data Collection Methods	79
Dearness Allowance	279
Decision Making/Problem Solving	102
Defining RPO	128
Deliotte 4	05, 450
Delphi Technique	67
Deltek Time	412
Demand & Gap Analysis of Human Resou in 9 Selected Industries	rce 67
Demand-side Strategies	560
Demand-supply Strategies	562
Demographic Information	145
Design Jobs	463
Diversity in Terms of Work Force	30
Divisional Score Card	202
Dock Workers (Safety, Health snd Welfare) Act, 1986	
Donglas A. Ready	453
Doubts on Accuracy of Performance Appraisals	206

9	Douglas A Ready	442
5	Draft Timeline	574
)	Dust-kickers	92 n
	Tilk I I I I I I I I I I I I I I I I I I I	awayan Li
 -	E	
2	Ease of Trade	35
	Economic Factors	20
	Economic Value approach	419
	Education and Training Stakeholders	55 <i>7</i>
	Education Index	420
	Edward Lifesciences	446
	Edward T. Hall	482
	Eklavya	499
	Elements of A Wage Structure	306
	Employability	113
	Employee Communications & Documents	416
	Employee France	9, 458
8	Employee Positioning	119
3	Employee Self-service Systems	411
	Employee State Insurance Act 1948	384
	Employee Stock Options (ESOPs)	324
	Employee Stock Ownership Plan (ESOP)	506
	Employee Training & Development	249
	Employees' Provident Funds & Misc. Provis	sions
	Act, 1952	385
	Employee-voices on Social Media	526
	Employer Brand	114
	Engagement Architect	47

Engagement Models	459	Fringe Ben
Engagement Trends in India	469	Fringe Ben
Engineers India Ltd	420	Functional
Entrepreneurial Environment?	45	Functional
Envision	463	Future of H
Equal Remuneration Act	383	Future of Ir
Equality Concept	27	I dedic of it
e-Recruitment Advertisements	121	G
Ernst & Young	401	
ERP or mid-segment HCM Suite	426	Gainsharing
E-Tech Solutions	475	Gain-sharin
Ever-seekers, Never-keepers	111	GDP Grow
Expectation Management	25	Geert Hofst
Explosion in Stock Markets	21	Global Educ
External Factors	113	Governmer
Editorio - villidado		Graphic Rat
The profession of the state of		Graphology
		Growth of I
Factor Analysis of Critical Talent Acquisition Practices	147	Guru Daksh
Factor Comparison Method	296	Guru Drona
Factories Act 1948 356,	388	BUT I I I I
Factors Affecting Human Resource Planning	55	

Factors to be Considered in Collection of

Food Safety and Standards Act, 2006

Four Parameters & Cascading Principle

Food Safety and Standards Regulations, 2011 36

Job Analysis Data

Flexible Jump Boxes

Fringe Benefit Tax (FBT)	506
Fringe Benefits	283
Functional Competencies 225, 228,	229
Functional Talent	444
Future of Human Resource Accounting	422
Future of Industrial Relations in India	388
G	
Gainsharing	336
Gain-sharing & Profit-sharing	323
GDP Growth Rate	22
Geert Hofstede and Gert Jan Hofstede	481
Global Education Centre	446
Governmental Intervention	513
Graphic Rating Scale	205
Graphology - The Basic Analysis	161
Growth of Income & Income Disparities	26
Guru Dakshina	499
Guru Dronacharya 498,	499
H. H. C. H.	
larley Davidson Riders Club	27
lazel Rose Markus	482
lexagon Foods	488
ligher Growth Industry Sectors	551
ligh-flyers	111

Highly Techno-competitive Climate

Hindustan Unilever Limited (HUL)	40
Hindustan Zinc Ltd.	41
Hiring Filter	44
Hoffman, Wyatt, Gordo	5
Honeybee Preservation	2
Honeymooners and Hamsters	46
House Rent Allowance	27
How to Avoid Sub-conscious Bias?	16
How to Develop Brand Ambassadors?	Z.III ulsy
Howard P. Stevens	454
HR Imperatives Driven by Legal Environ	ment 3
HR Imperatives Driven by Social Contex	
HR Imperatives Driven by Technologica	
Context	41
HR Organization Management	424
HR Planning Committee	539
HRA at Infosys	420
HRP for 2010 Winter Olympic Games	537
Human Capital Institute	125
Human Capital Strategy	424
HR Administration	424
HR Audit	412
Human Resource Function	52
Human Resource Inventory	61
Human Resource Management Group (HRMG)	
Human Resource Mobility	567
Human Resource Operations	61
	424
duman Resource Responsibilities	51, 53
resource kesponsibilities	417

Identification of Functional and Role	
Competencies	223
Impact of Work Life Imbalance	466
Implications for Trainers	246
Implications of a Skills Gap	492
Implications of HR Planning on Organisati	on 54
In-basket Exercises	155
Increased Focus on Strategic Recruitment	24
Indian Airlines Corp	518
Indian Commercial pilots' association (ICP,	A) 518
Indian Women's Leadership Council (IWL)	
Individual Contribution Areas (ICAs)	197
Industrial Disputes Act, 1947	387
In-house Versus Outsource	425
Institute for Corporate Productivity (i4CP)	442
institute for Corporate Productivity (i4CP)	448
Institute of Driving, Training and Research	
(IDTRs	502
Instructions for Completing PAQ	88
Interest Tests	155
international Student assessment	491
Interpreting Validity Coefficients	189
Interview Method	79
i-recruitment model	435
ls HRA Useful?	421
s Talent management an 'Oxymoron'	442

J.R.D. Tata	518
Jay A Conger 442,	453
Job Analysis 75,	586
Job Analysis Interview Format	79
Job Characteristics of Officers and Agents	585
Job Characteristics-Comparison Among Job Requirement Categories	590
Job Evaluation	289
Job Evaluations and Market Consideration	303
Job Skimmers	111
Job Specification	269
Judgemental Methods	67
ZAME District Aut 1997 in and Index	
Kahn	458
Kahn Karnataka State Road Transport Corporation (KSRTC)	458 502
Karnataka State Road Transport Corporation	
Karnataka State Road Transport Corporation (KSRTC)	502
Karnataka State Road Transport Corporation (KSRTC) Key Elements of HR Planning	502 54
Karnataka State Road Transport Corporation (KSRTC) Key Elements of HR Planning Kinds of Errors in Selection	502 54 178
Karnataka State Road Transport Corporation (KSRTC) Key Elements of HR Planning Kinds of Errors in Selection	502 54 178
Karnataka State Road Transport Corporation (KSRTC) Key Elements of HR Planning Kinds of Errors in Selection Kirkpatrick's Levels	502 54 178 263
Karnataka State Road Transport Corporation (KSRTC) Key Elements of HR Planning Kinds of Errors in Selection Kirkpatrick's Levels Labour Acts	502 54 178 263

Leave Travel Allowance	279
Legal Approach to HR Audit	415
Legal Environment	114
Legal Frameworks	36
Legal/Regulatory Factors	34
Letter of Intent	153
Lev and Schwartz Model	419
Levels of Engagement	459
Leverage of Legal Rights	35
Levi-Strauss	28
Line-of-Sight & Measurement	339
Linking Strategic Priorities and Recruiting	
Practices	134
List of various Central Labour Acts	376
M	
Macro Environmental Factors	55
Madras Refineries Ltd	419
Management by Objectives (MBO)	207
Management Position Description Questionn (MPDQ)	aire 80
Manager's Role in Feedback	211
Managerial Role in Setting Objectives	202
Managing Budgets Efficiently & Meeting Biz Expectations	25
Managing Cultural Change	18
Managing Talent in a Turbulent Economy	442
Manpower Requirement (Banking, Financial Services & Insurance Industry)	65

Manpower Requirement (Building,	
Construction Industries)	64
Manpower Requirement (Gems & Jewellery Industry)	64
Manpower Requirement (Leather & Leather Goods Indudustry)	65
Manpower Requirement (Organized Retail Industry)	66
Manpower Requirement (Textile & Clothing Industry)	66
Manzini, Gridley	52
Marcus Buckingham and Curt W. Coffman	443
Market Pricing/ Benchmarking	297
Markov Analysis	68
Marriott International, Inc.	404
Maruti Driving School (MDS)	502
Maruti Salesman	10
Maruti Suzuki Kamgar Union	512
Maruti Suzuki National Road Safety Mission	502
Maternity Benefit Act, 1961	386
McKinsey & Company	464
Mean Values for Position by Category	595
Mean, Mode, and Factor Loadings for Work Schedule	601
Measuring Employee Engagement	468
Medical Allowance	279
Medical Test	153
Methodology and Demographics	
Methodology	144
Methods of Calculating HRA	418

Metropolitan University	565
Micro (Industry Specific) Factors	56
Mid-term Review	203
Mike Mussallem and Mckinsey & Co.	446
Minerals and Metals Trading Corporation of India Ltd	419
Mines Act, 1952	358
Minimum Wages Act, 1948	380
Monetary Policies	21
Money Grubbers	111
Multi-channel Communication @ TCS	465
N	
Narayana Murthy	417
Networking & Communication	437
New Age HRM Model	15
New Age HRM Roles	45
New Aspirational Customer	32
New Brand Ambassadors	3
New Hire Orientation	416
Objective Setting & Cascading Principle	199
Offer Letter	153
Oil and Natural Gas Commission	420
Oil India Ltd	420
On-boarding and Induction	154
On-boarding at Taj Hotels	530

Operational Training Need Analysis	271	
Organizational Analysis of Training Needs	271	
Organizational Readiness	54	
OSHA, 1970	359	
Outsource Talent and Technology	29	
Overall Planning and Coordination Strategies 563		

P	
Paper Tigers	110
Participative Management	30
Partner Pal	46
Pay Discrimination & Glass Ceiling	398
Payment of Bonus Act, 1965	327
Payment of Gratuity Act	384
Payment of Wages Act, 1936	381
Payroll & attendance records	20
Payroll Automation	410
People Philosophy at Taj Hotels	465
PepsiCo	404
Percentage COLAs	314
Performance Data	79.
Performance Management	20
Performance Management Automation Systems	411
Performance Management Systems	193
Performance Milestones	329
Performance-based Compensation	319
Performance-based Pay/ Variable Pay	321

Political and Social Environment	114
Position Analysis Questionnaire (PAQ)	80, 81
Practical Issues in ROI Computation	265
Predictive Validity	188
Preparing Competency Buckets	223
Presence on Social Networking Websites	31
Primary Actors in Job Analysis	77
Primary Purpose	104
Process Steps in Job Analysis	78
Procter & Gamble (P&G)	437
EAR Onemiba 34. Ducking makes to the	
Qualitative Methods	67
Quantitative Methods of Job Evaluation	294
Questionnaire Method	79
Quick Changes in Roles	3
R	
Rationale of Audit	413
Ready and Conger	454
Recognizing Women Workforce	33
Recruiting the Right One	120
Recruitment	20
Recruitment Advertisements	118
Recruitment Approach	573
Recruitment Automation Systems	411

Recruitment Function

Recruitment Objectives	112
Recruitment Process Outsourcing (RPO)	142
Recruitment, Employment and Selection	416
Reference Check	153
Reference Checking / Background Verification	167
Reference Checks	436
Regulatory Framework	56
Relationship between Learning, Training, Education & Development	251
Relationship Between Reliability & Validity	189
Reliability	179
Research Design	588
Rewards & Recognition	287
Richmond-Airport-Vancouver Rapid Transit Project	539
Robert Hayden	435
Robert L. Masternak	345
Roles of Industrial Relations	374
RPO - Challenges and Opportunities	135
RPO in Today's Economic Environment	126
Rush, Borne	54
Sample Exhibits of Actual Job Analysis using PAQ	91
Sample HR Audit	416
Samuels	509
Scope of Performance Management	195

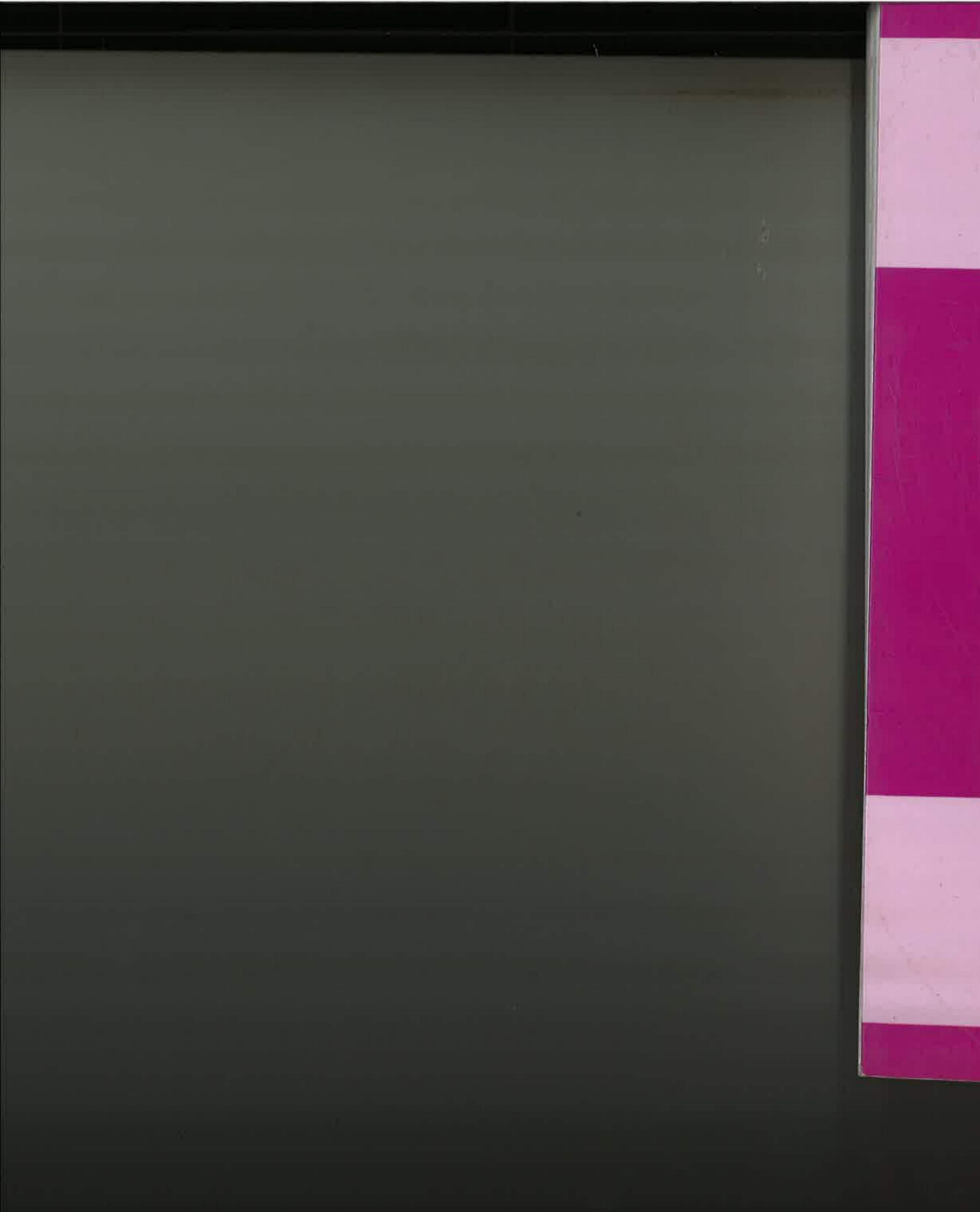
2	Screening Round	152
2	Sean Davis	478
6	Sea-to-Sky Highway (STSH)	539
3	Selection Blues	484
	Selection Interview	165
7	Selection Process	152
6	Selection Test & Interview	152
5	Selection Tests	154
	Sexual Harassment at Simon Logistics	508
)	Shinobu Kitayama	482
))	Shops and Establishments Act	386
2	Situation Tests	155
7	Six Sigma Framework	454
	Six Sigma Framework Applied to Talent	
)	Management	454
5	Social Learning Theory	243
5	Social Media Applicationsin Managing Human Resource	433
	Social Media Recruitment	125, 434
	Social Networking Platforms	33
	Social Sciences (SPSS)	589
	Sorting the Curriculum-Vitae (CV)	164
61	Sources of Recruitment	115
	Southern Petrochemicals Industries	
	Corporation of India ((SPIC)	419
	Species of Candidates to be Avoided	110
	Spill-over Effect	513
	Sriram Ramanujam	429
	Standard of Performance	268

Statistical Analysis	589	Tech-savvy Pro	4
Steel Authority of India Ltd. (SAIL)	419	Test for Difference Between Officers and	
Steps in Annual Appraisal Process	209	Agents	59
Stock Option Programme	33	Test-retest Reliability	18
Strategic Approach to HR Audit	415	The Industrial Employment (Standing Orders) Act, 1946	38
Strategies and Actions For Consideration	559	The Macro Environmental Factors	50
Strauss, Burack	53		1
Strike at Maruti Suzuki India	512	The New Age HRM The Payment of Bonus Act	20
Structural Change in Organization	19	The Process of Learning	38 24
Success Stories	10	The Rorschach Inkblot Test	
Supply Forecasting	68		15
Supply-side Strategies	561	The Skills Gap in Canada	45
Systems Model Approach		Thematic Apperception Test (TAT)	15
		Theoretical Approaches to Industrial Relations	37
T		Three Cases - Divisions of Personality	16
Taj Group of Hotels	403	Three Entities of Engagement	45
Talent Acquisition and RPO - The Current		Three Sixty Degree (360 ⁰) Performance Appraisal Method	20
State	127	Trade Unions	37
Talent Catalyst	47		38
Talent implications	54	Trade Unions Act, 1926	
Talent Management	454	Traditional Appraisal Methods	20
Talent Management in a Bust Economy	449	Traffic and Road Safety Institute	50
Talent Management: The New HRM		Training and Development	19, 2
Approach	453	Training Evaluation	26
Talent Managementat Edward Lifesciences	447	Training for Safer Roads	50
Tata Steel	38	Training for Senior/ Middle Level Management	10
Technological climate	40	Training Need Analysis	25
Technological Environment	114		27
Technological Factors	39	Training Need Analysis & Results	41

Training Process Model	252	
Training Versus Development	250	
Training Versus Education	250	
Transfer of Learning	247	
Treat your Employees Well	462	
Trend Analysis	68	
Triage Training (Virtual Training)	258	
Tripartite-talks & Compromise	514	
ypes of Competencies	225	
ypes of Performance-based Pays	321	
ypes of Reliability	180	
Uta		
U		
Jnemployment Rate	114	
Jpanishads	498	
Jse of Balanced Score Card (BSC) in Setting	5	I
RAs	19	
ariable Pay Plans for Sales	279	
ariable Pay Programs	279	
arious Factors Affecting Recruitment	113	
edas	498	
ery High-Priority Questions	593	
ice-Chancellor	E C C	

W	
Walker	52
Welcoming & Pre-selection Talk	152
What Recruiting Practices Drive RPO	Today?130
Why Engagement?	458
Why Use RPO?	129
Woman Participation	30
Women Resource	399
Work Life Balance Myths	466
Work Stress	398
Workforces in Outlying Regions	557
Working Environment	104
Work-Life Balance & Engagement	465
Work-life Imbalance	396
Workload Analysis	68
Workmen's Compensation Act, 1923	359, 382
Workplace Health & Safety	349
Workplace Positioning	119
Workplace Violence	360

Yoga's and Meditation	498
Yudhistra	498
YUM – Increasing Footprint thro	ugh Effective
Tale	533



Resource Management

What the Experts say ...

"We are in an age where proliferation of technology has reached overwhelming proportions in the workplace. With social media, online content, and electronic backbones for core business functions such as marketing, corporate collaboration and trans-organization knowledge sharing, it has become akin to distraction at the workplace. At such times, Human Resource Management is far more critical than it has ever been before. Harnessing the power of human capital in an organization is not only a challenge for HR Professionals today, it is also a key determinant for the success of an organization. With Dr. Debashish's deep understanding of the subject, I am certain that the insights brought out in this book will make the seemingly insurmountable challenge of effective human resource management, an easy possibility."

Buddhadeb Das Gupta,

Chief Operating Officer (COO), Nous Infosystems, Bangalore (www.nousinfosystems.com)

"In a tailor-made book for students, Sengupta has captured the essence of the HR profession in India today. The author gives us a seamless insight into contemporary issues like social networking, employee engagement and women in the workforce. Going beyond the theoretical, he delivers his message through a series of real-life case studies, which enhances comprehension."

K. G. Umesh,

Head-Human Resources, The Himalaya Drug Company, Bangalore

"......HRD is the talk of the day in the world of Management. Prof. Debashish by his first hand experience as a practitioner has combined it with his academic flavour and has really produced a 'masterpiece' on the subject that would delight the student as well the manager...."

> Dr. J. Sadakkadulla Principal, Reserve Bank Staff College, Chennai

"Dr Debashish Sengupta has yet again written elegantly on the current issues in HRM. He brings out newer concepts like New Age HRM model remarkably well. Reliability coefficient calculation puts in objectivity in a hitherto abstract area. Matrices to map functional and behavioral competency refine objectivity in evaluating employees. Various components of compensation package are clearly outlined. I strongly recommend this book to everyone interested in contemporary issues of HRM."

Dr. Anil Kumar Mulpur,

Chief Cardiothoracic, Surgeon, Vice President and Clinical Director, Narayana Hrudayalaya, Hospitals, Hyderabad

978-93-5004-319-6





An Imprint of dreamlech

19-A, Ansari Road, Daryaganj, New Delhi-110 002, Tel: 91-11-41563722, 23243075, 23284212, Fax: 91-11-23243078 Email: info@biztantra.in Website: www.biztantra.in