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20th
Edition

HUMAN RESOURCE MANAGEMENT

Text and Cases



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C.B. Gupta

HRM for Global Business

Acquiring



Framework



Development



Managing Performance
and Compensation



HUMAN RESOURCE MANAGEMENT

Text and Cases

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Preface

To the Twentieth Revised Edition

Due to the resounding success of our earlier releases, we take great pleasure in unveiling the Twentieth Edition of this book. Our heartfelt gratitude goes out to the students, educators, executives, and HR professionals who have consistently endorsed and supported the previous editions of this book for over two decades.

In response to the evolving business landscape and valuable feedback from our readers, we have meticulously revised and updated the content. The current edition is structured into Eight Sections, comprising 38 Chapters, aiming to offer a comprehensive and well-rounded exploration of the subject. Beyond the customary topics, this edition introduces contemporary subjects of significant interest, reflecting our commitment to staying abreast of the latest developments in the field.

- Strategic HRM
- Systems Approach to HRM
- Competency Mapping
- Human Engineering
- Work-life Balance
- Out Placement and Stay Interviews
- Moonlighting and Six Sigma
- Autonomous Work Groups
- Hour Scorecard and Value Chain
- Stress and Burnout
- HRM during Economic Downturn
- Quality of Work-Life
- Workers' Participation in Management
- Benchmarking
- Human Capital and its Risk
- Mentoring and Exit Policy
- Employee Engagement
- 360-Degree Appraisal
- TPO and BPR
- Sexual Harassment
- Workforce Diversity
- Downsizing and VRS
- HRM in Knowledge Industry
- HRM in Virtual Organisation
- International HRM
- E-HRM and HR Ethics
- TQM and Kaizen
- Strategies to Attract Talent
- Employee Retention
- HRM as Competitive Advantage
- Potential Appraisal
- Pay Band Compensation System
- Role Specific and Competency Based Training

- The present Edition contains 57 Case Studies along with 197 Case Study Questions.
- The book is enriched with over 150 Brain Boosters, 109 Figures, and more than 170 Tables, providing abundant visual aids for enhanced illustrations and better comprehension.

We hold a strong belief that the revised edition will prove to be highly beneficial for students, teachers, executives, and HR professionals. We encourage you to share your candid opinions and suggestions with us. Your insights will be instrumental in refining and enhancing future editions.

Editorial Board
Sultan Chand & Sons

To the Nineteenth Thoroughly Revised Edition

I am deeply indebted to the students, teachers, executives and HR professionals who have highly appreciated and patronised the earlier editions of this book.

In view of the changing business environment and feedback received from the readers, I have thoroughly revised and updated the book. The present edition has been divided into eight sections to provide a comprehensive and balanced coverage of the subject. In addition to the usual topics, the book in its present Edition contains the following topics of contemporary interest:

- | | |
|-------------------------------------|--|
| • Strategic HRM | • 360 Degree Appraisal |
| • Systems Approach to HRM | • TPO and BPR |
| • Competency Mapping | • Sexual Harassment |
| • Human Engineering | • Workforce Diversity |
| • Work-life Balance | • Downsizing and VRS |
| • Out Placement and Stay Interviews | • HRM in Knowledge Industry |
| • Moonlighting and Six Sigma | • International HRM |
| • Autonomous Work Groups | • E-HRM and HR Ethics |
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| • Benchmarking | • Potential Appraisal |
| • Human Capital and its Risk | • Pay Band Compensation System |
| • Mentoring and Exit Policy | • Role Specific and Competency
Based Training |
| • Employee Engagement | |

I am sure the revised edition will be more useful for the students, teachers, executives and HR professionals. Suggestions and comments for improvement of the book are welcome.

C.B. GUPTA

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Press Reviews

This is the fifteenth thoroughly revised edition of the publication by a renowned author. Every chapter begins with the learning objectives. Tables, Boxes and Diagrams are included to support the text. Case studies, summary and test questions are given at the end of each chapter. The topics covered are strategic human resource management (HRM), systems approach to HRM, environment of HRM, human engineering, work-life balance, out placement, stay interviews, moonlighting, six sigma, autonomous work groups, HR score card, HR value chain, stress and burnout, quality of work life, benchmarking, human capital, mentoring, 360 degree appraisal, exit policy, sexual harassment, workforce diversity, downsizing and VRS, HRM in knowledge industry and international HRM.

The author has explained every section in a simple and easy to understand language. The book should prove useful for the students as well as the professionals.

– *Facts for You*, June 2014

This human resource management text has much to offer and is worth consideration for undergraduate and postgraduate students. Its major strength is its recurring focus on HRM as a comprehensive, people-oriented, action oriented, individual oriented, pervasive, continuous, future oriented, challenging function.

The author has also included various types of end of chapter application exercise to help students begin to apply what they have learned.

– *The HRD Review*, July-December 2010

The present book under review is an excellent work pertaining to HRM. All the topics are systematically arranged and analytically presented. It adopts a contemporary approach. The major strength of this book is that it gives lot of insights about the practicality of the concepts from the Indian perspective.

The summary, test questions and the case studies given at the end of every chapter add lot of value to this book. The bibliography is extensive.

Hence, the reviewer strongly recommends its use as a valuable reference for applications of HRM in the Indian context.

– *Management Matters*, February 2008



An Open Letter to the Students

Dear Students,

My aim in writing this open letter to you is to help you achieve success in the examinations. I believe that success in examination is not a matter of hard work alone. Examination is a technique and you should master this technique for best results. Many a time, I have observed with great sorrow that many hard-working students fail to secure good marks despite “burning the midnight oil”. What is important is not simply how much you study (time) but also how you study (method). As a teacher and examiner for more than four decades, I have gained useful experience which I want to share with you. Some do’s and don’ts for success are given below:

- Always be regular and punctual in the class. You will have to study for hours together what you can learn in just 45 minutes in the classroom.
- Devote a couple of hours daily to read and revise what has been taught in the class. This will put the topic in your subconscious mind. Students who mug up the entire course in just two-three months seldom fare well in the examination.
- When you are preparing for the examination, prepare very brief notes jotting down the main points for each topic. Emphasise conceptual clarity and learn the basic concepts or key words. Go through the ten years’ papers to find out the nature and type of questions asked in the examination.
- The day previous to the examination, read these brief notes. Avoid reading the book at this juncture as it may create mental tension and examination fever.
Read the question paper carefully and select the questions to be answered keeping in view the instructions given by the examiner.
- Analyse each question carefully before answering it. Design your answer according to the requirements of the question. For example, if the question says “describe” you have to give the meaning and nature of the topic. But if the question says “discuss” or “explain”, you should give arguments both for and against the idea. Time spent in planning the answer is a worthwhile investment.
- Divide your answer into suitable paragraphs. Use a separate paragraph for each point. Do not write long and uneven paragraphs.
- In the first paragraph, show to the examiner that you understand the question. Give pertinent answers without beating about the bush.
- Give brief and pointed answers. Don’t stretch the answers too much. But give relevant examples.
- Wind up your answer by summing up the main points or giving your final opinion in the concluding paragraph. Remember the last impression influences the examiner’s marking.
- Divide your time logically among different questions. Do not devote too much time to the first question at the cost of the last question. When the examiner indicates all questions carry equal marks, he expects you to devote equal time and attention to every question.
- In answering questions requiring your opinion, give views on both sides and then give your own judgement.
- As far as possible don’t use the first person. The third person, e.g., “it may be said in conclusion”, etc., is considered more appropriate.
- Before submitting your answer book, check up your roll number. Have a quick glance through your answers.
- After coming out of the examination hall, forget about the paper you have done. Think about the next paper only.

With these ideas, I place this book in your hands. You are the best judge of its quality. Please feel free to write your frank opinions/suggestions to me. Your views will help me in making improvements in the subsequent editions.

With best wishes,

Yours sincerely,
C.B. GUPTA

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Snapshot of the Book

Chp. No.	Chapter Name	Pages	Figures	Tables	Brain Boosters	Test Questions	Case Studies	
							Number	Questions
Part One: Introduction to Human Resource Management								
	1. Nature and Scope of Human Resource Management	3 – 32	3	4	1	26	1	3
	2. Organising the Human Resource Function	33–44	2	2	2	22	1	4
	3. Strategic Human Resource Management	45–63	9	5	5	15	1	4
	4. Human Resource Policies	65 – 76	–	–	–	16	1	4
Part Two: Acquiring Human Resources								
	5. Human Resource Planning	79 – 99	3	6	–	41	1	3
	6. Job Analysis and Job Design	101–129	9	15	1	33	3	7
	7. Recruitment and Selection	131–164	5	8	8	46	3	6
	8. Placement, Induction and Socialisation	165–176	2	3	2	13	2	7
Part Three: Developing Human Resources								
	9. Employee Training	179 – 204	3	4	6	27	2	8
	10. Executive Development	205 – 223	2	2	7	15	2	7
	11. Career Planning and Development	225 – 242	3	7	1	23	1	3
	12. Human Resource Development	243 – 285	13	20	7	27	2	11
	13. Employee Empowerment	287 – 296	3	7	1	11	1	3
Part Four: Managing Performance and Compensation								
	14. Performance Appraisal	299 – 337	9	18	9	55	3	10
	15. Job Evaluation	339 – 351	–	5	–	22	2	5
	16. Wage and Salary Administration	353 – 380	3	9	1	38	1	3
	17. Incentive Compensation	381 – 404	4	8	5	28	2	6
Part Five: Maintaining and Retaining Human Resources								
	18. Job Changes – Transfers, Promotions and Separations	407 – 430	1	5	18	26	2	6
	19. Absenteeism and Labour Turnover	431 – 445	3	–	10	19	1	2
	20. Employee Health and Safety	447 – 464	2	1	8	22	1	3
	21. Employee Welfare (Employee Benefits)	465 – 478	–	3	7	21	2	9
	22. Social Security	479 – 488	–	–	1	15	1	4
	23. Work Environment	489 – 495	1	–	4	8	1	2
	24. Discipline and Grievance	497 – 518	4	5	6	34	3	7

Chp. No.	Chapter Name	Pages	Figures	Tables	Brain Boosters	Test Questions	Case Studies	
							Number	Questions
Part Six: Integrating Human Resources								
25.	Industrial Relations and Industrial Disputes	521– 544	4	4	2	–	3	7
26.	Trade Unions	545–564	–	2	–	25	2	4
27.	Collective Bargaining	565– 571	1	1	–	9	1	4
28.	Workers’ Participation in Management	573–586	1	–	3	20	1	5
29.	Morale	587–594	1	3	3	11	1	5
30.	Job Satisfaction	595 – 605	3	–	1	8	1	5
31.	Human Relations	607 –615	1	2	–	7	1	5
32.	Quality of Work Life (QWL)	617 – 628	2	2	2	11	1	5
33.	Management of Stress and Burnout	629 – 646	6	3	9	8	1	5
Part Seven: Human Resource Control								
34.	Human Resource Records, Research and Audit	649 – 660	1	1	–	11	1	5
35.	Human Resource Accounting and Information System	661 – 675	2	3	–	16	1	5
Part Eight: Emerging Horizons in Human Resource Management								
36.	Human Resource Management in Virtual Organisation	679–685	–	3	3	7	1	5
37.	International Human Resource Management	687–705	2	6	10	21	1	5
38.	Human Resource Management in a Changing Environment	707–734	1	13	16	32	1	5
	<i>Bibliography</i>	735 – 740						
	<i>Index</i>	741 – 744						
Total		776	109	180	159	790	57	197

Why Companies Use Social Networks for HR

Gives access to huge talent pool, irrespective of geographical location of the candidate, to attract the best talent.

To look at a candidate’s personality.

Save time to hire as firms can develop relationships with candidates over a period of time and get to know them better.

To build their brands online, give candidates a look into the company.

To share information on job positions with passive candidates: those who have posted resumes on social networks and left them there.

To reach out to young talent, which is comfortable with use of online tech.

Online hiring helps saves cost of recruitment compared with traditional hiring.

C

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