



According to Minimum Uniform Syllabus for B.Com. Prescribed by
NATIONAL EDUCATION POLICY-2020

HUMAN RESOURCE MANAGEMENT

S.S. Khanka



Sultan Chand & Sons

Human Resource Management

Human Resource Management

(According to Minimum Uniform Syllabus Prescribed by
National Education Policy (NEP) – 2020)

S. S. Khanka

M. Com., Ph. D.

Former Professor (HR)

National Institute of Financial Management (NIFM)

Ministry of Finance, Government of India,

Faridabad – 121 001 (Haryana)

&

National Trainer on Ethics and Values in Public Governance

recognized by the Department of Personnel & Training (DoPT),

Government of India in collaboration with United Nations Development Programme (UNDP)



Sultan Chand & Sons[®]

Educational Publishers

New Delhi

SULTAN CHAND & SONS®

Educational Publishers

23, Daryaganj, New Delhi-110002

Phones : 011-23281876, 23266105, 41625022 (*Showroom & Shop*)

011-23247051, 40234454 (*Office*)

E-mail : sultanchand74@yahoo.com; info@sultanchandandsons.com

Fax : 011-23266357; Website : www.sultanchandandsons.com

First Edition: 2023

ISBN: 978-93-91820-67-1 (TC-1302)

Price: ₹ 350/-



EVERY GENUINE COPY OF THIS BOOK HAS A HOLOGRAM

In our endeavour to protect you against counterfeit/fake books, we have pasted a copper hologram over the cover of this book. The hologram displays the full visual image, unique 3D multi-level, multi-colour effects of our logo from different angles when tilted or properly illuminated under a single light source, such as 3D depth effect, kinetic effect, pearl effect, gradient effect, trailing effect, emboss effect, glitter effect, randomly sparking tiny dots, micro text, laser numbering, etc.

A fake hologram does not display all these effects.

Always ask the bookseller to put his stamp on the first page of this book.

All Rights Reserved: No part of this book, including its style and presentation, can be reproduced, stored in a retrieval system, or transmitted in any form or by any means—electronic, mechanical, photocopying, recording or otherwise without the prior written consent of the publishers. Exclusive publication, promotion and distribution rights reserved with the Publishers.

Warning: An unauthorised act done in relation to a copyright work may result in both civil claim for damages and criminal prosecution.

Special Note: Photocopy or Xeroxing of educational books without the written permission of publishers is illegal and against Copyright Act. Buying and Selling of pirated books is a criminal offence. Publication of a key to this book is strictly prohibited.

General: While every effort has been made to present authentic information and avoid errors, the author and the publishers are not responsible for the consequences of any action taken on the basis of this book.

Limits of Liability/Disclaimer of Warranty: The publisher and the author make no representation or warranties with respect to the accuracy or completeness of the contents of this work and specifically disclaim all warranties, including without limitation warranties of fitness for a particular purpose. No warranty may be created or extended by sales or promotional materials. The advice and strategies contained therein may not be suitable for every situation. This work is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional services. If professional assistance is required, the services of a competent professional person should be sought. Neither the publishers nor the author shall be liable for damages arising herefrom.

Disclaimer: The publishers have taken all care to ensure highest standard of quality as regards typesetting, proofreading, accuracy of textual material, printing and binding. However, they accept no responsibility for any loss occasioned as a result of any misprint or mistake found in this publication.

Author's Acknowledgement : The writing of a Textbook always involves creation of a huge debt towards innumerable author's and publications. We owe our gratitude to all of them. We acknowledge our indebtedness in extensive footnotes throughout the book. If, for any reason, any acknowledgement has been left out we beg to be excused. We assure to carry out correction in the subsequent edition, as and when it is known.



Preface

The times are changing and so is environment. The changing environment has been posing challenges of one type or other in effectively running the organizations. The ever changing challenges have, in turn, necessitated changes in the intent and content of the course curriculum of educational programmes as well. It is against this backdrop, the Government of India has formulated its National Education Policy (NEP) 2020 to make the education more and more effective to serve its noble purpose.

There has so far not been any compact textbook on Human Resource Management written as per the new course contents prescribed by the NEP 2020. The present book is the pioneering effort written exclusively as per the new course contents prescribed by NEP 2020 for the paper Human Resource Management at the B. Com. Course (both Pass and Honours) of the University of Delhi. The subject contents of Human Resource Management prescribed by the NEP 2020 has been presented under Five Units sub-divided into 20 chapters.

The subject matter is presented in depth and detail with relevant facts and figures to make the book the most authentic in the subject. The book is written in a jargon-free and simple language and easy to understand style. It is hoped that the discernible students and teachers will find the book quite useful in meeting their requirements.

This is the maiden edition of the book. Improvement in a book is the continuous process. Therefore, the students and teachers are requested to provide their constructive suggestions for the further improvement in the book in its subsequent editions.

Alfred North Whitehead has rightly said, “*No one who achieves success does so without acknowledging the help of others. The wise and confident acknowledge this help with gratitude.*” I am not exception to it. I, therefore, sincerely acknowledge the help I received from different people in writing this book and, in reciprocation; I express my sincere thanks to all of them.

I am thankful to my nurturing publishers Sultan Chand & Sons, New Delhi for reposing their trust and confidence in me by publishing yet another title of mine. My sincere appreciations go to my publishers for publishing the book in such a record short time with such an excellent get up.

Last but not means the least, my special thanks as usual go to my loving family, my wife Geetu and sons Abhineet and Abhinav for their continuous support and encouragement to my academic works over four and half decades.



Syllabus

UNIVERSITY OF DELHI

Human Resource Management

BCH: DSC- 2.3

Unit 1: Introduction to Human Resource Management

Concept and functions; Role, status and competencies of HR manager; HR policies; Evolution of HRM; Emerging challenges of HRM- Workplace diversity, empowerment, downsizing, VRS, work life balance.

Unit 2: Procurement of Human Resource

Human resource planning- Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment – concept and sources; Selection – concept and process; Test and interview; Placement, induction and socialization; Retention of employees.

Unit 3: Upgrading Employees: Training and Development

A. Concept and significance; Role specific and competency-based training; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, hands on, shadowing, e-learning, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing.

B. Scope of training; On board, soft skills, technical skills, product & service, quality, antiharassment, legal.

Unit 4: Performance Appraisal and Compensation Management

Performance appraisal- Nature, objectives and process; Performance management; Methods of performance appraisal; Potential appraisal; Employee counselling; Job Transfer and promotion. Compensation - Concept and policies, Base and supplementary compensation; Individual, group and organisation incentive plans; Fringe benefits; Performance linked compensation; Employee stock option; Pay band compensation system; Job evaluation.

Unit 5: Employee Maintenance, Engagement and Emerging Horizons

Employee health and safety; Employee welfare; Social security (excluding legal provisions); Employer-employee relations; Grievance handling and redressal; Industrial disputes: Causes and settlement machinery, Stress-free environment, Rejuvenation breaks and leisure activities. Emerging Horizons; Redundant manpower, e-HRM; Human Resource Information System (HRIS); HR Audit, Emerging job opportunities, Talent management, Employee burnout, Work life balance, Work from Home.

UNIVERSITY OF DELHI

Human Resource Management

BC: DSC- 2.3

Unit 1: Introduction to Human Resource Management

Basic concepts and significance of HRM, Role and functions of HR manager. Emerging issues in human resource management: Workplace diversity, employee empowerment, downsizing, VRS, work life balance, and work from home.

Unit 2: Procurement of Human Resource

Human resource planning- Quantitative and qualitative dimensions; Job analysis – Job description and job specification; Recruitment – concept and sources; Selection – concept and process; Tests and interview; Placement, induction and socialization; Employee retention.

Unit 3: Aspects of Training and Development

Concept and importance; Role specific and competency based training; Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing.

Unit 4: Performance Appraisal and Compensation Management

Performance appraisal- Nature, objectives, process, and methods; Performance management; Potential appraisal; Employee counselling; Employee enhancement: transfer and promotion. Compensation - concept and policies, Types of compensation: base and supplementary compensation; Individual, group and organisation incentive plans; Fringe benefits; Performance linked compensation: employee stock option; pay band compensation system and job evaluation.

Unit 5: Maintenance of employees and Emerging Horizons of HRM

Employee health and safety; Employee welfare; Social security (excluding legal provisions); Employer-employee relations; Grievance handling and redressal; Industrial disputes: Causes and settlement machinery; e-HRM; Human Resource Information System (HRIS) and e-HRM; Impact of HRM practices on organisational performance; HR Audit, Contemporary issues in HRM - emerging job opportunities, work life balance and work from home.

Brief Contents

	Self-Assessment Questions	Short Answers Questions	Discussion Questions	Class Assignments	Pages
Unit I: Introduction to Human Resource Management					1-2
1. Introduction to Human Resource Management (HRM)	3	5	7	2	3-14
2. Evolution and Development of Human Resource Management (HRM)	3	5	9	2	15-24
3. Emerging Issues of Human Resource Management (HRM)	3	4	10	2	25-44
Unit II: Procurement of Human Resource					45-46
4. Human Resource Planning (HRP)	3	5	10	2	47-56
5. Job Analysis	3	6	5	2	57-66
6. Recruitment	3	5	9	2	67-80
7. Selection	3	5	9	2	81-94
8. Placement, Induction, Socialization and Employee Retention	3	5	11	2	95-110
Unit III: Upgrading Employees: Training and Development					111-112
9. Training and Development	3	4	10	2	113-122
10. Methods of Training and Development	3	5	6	2	123-138
11. Scope of Training	3	5	7	2	139-152
Unit IV: Performance Appraisal and Compensation Management					153-154
12. Performance Appraisal	3	5	12	2	155-172
13. Employee Enhancement	3	5	5	2	173-180
14. Compensation	3	5	7	2	181-198
Unit V: Employee Maintenance, Engagement and Emerging Horizons					199-200
15. Employee Health and Safety	3	5	8	2	201-212
16. Employee Welfare and Social Security	3	5	10	2	213-222
17. Employer-Employee Relations	3	5	9	2	223-240
18. Emerging Horizons	3	5	6	2	241-254
19. Human Resource Information System (HRIS)	3	5	7	2	255-266
20. Contemporary Issues in HRM	3	5	7	2	267-276
Total	60	99	164	40	



Contents

<i>Preface</i>	v
<i>Syllabus – University of Delhi, B.Com (Hons.), B.Com.</i>	vi
<i>Brief Contents</i>	viii

Unit I: Introduction to Human Resource Management

1. Introduction to Human Resource Management (HRM)	3-14
1.1. Basic Concept of HRM	4
1.1.1. Objectives of HRM	5
1.1.2. Scope of HRM	5
1.2. Significance of HRM	6
1.3. Functions of HRM	7
1.3.1. Managerial Functions	7
1.3.2. Operative Functions	7
1.4. Competencies of HR Manager	8
1.5. HR Policies	10
1.5.1. Need for HR Policies	10
1.5.2. Types of HR Policies	10
1.5.3. Significance of HR Policies	11
1.6. Let Us Recap	11
<i>Self-Assessment Questions</i>	12
<i>Short Answer Questions</i>	13
<i>Discussion Questions</i>	13
<i>Exercise</i>	14
<i>Scoring key and its Interpretation</i>	14
<i>Class Assignments</i>	14
2. Evolution and Development of Human Resource Management (HRM)	15-24
2.1. Evolution and Development of HRM	15
2.1.1. Industrial Revolution Era	15
2.1.2. Trade Union Movement Era	16
2.1.3. Social Responsibility Era	16

2.1.4. Scientific Management Era	16
2.1.5. Human Relations Era	17
2.1.6. Behavioural Science Era	18
2.1.7. Systems Approach Era	19
2.1.8. Contingency Approach Era	19
2.2. HRM in India: An Overview	20
2.3. Let Us Recap	22
<i>Self-Assessment Questions</i>	22
<i>Short Answer Questions</i>	23
<i>Discussion Questions</i>	23
<i>Class Assignments</i>	24
3. Emerging Issues of Human Resource Management (HRM)	25-44
3.1. Workforce Diversity	26
3.1.1. Factors Leading to Workforce Diversity	26
3.1.2. Benefits of Workforce Diversity	27
3.1.3. Challenges of Workforce Diversity	28
3.1.4. Overcoming Challenges of Workforce Diversity	28
3.2. Employee Empowerment	29
3.2.1. Benefits of Employee Empowerment	30
3.2.2. Approaches to Employee Empowerment	31
3.2.3. Forms of Employee Empowerment	31
3.2.4. Quality Circles (QCs)	31
3.2.5. Empowered Teams	32
3.2.6. Participative Management	34
3.3. Downsizing or Rightsizing	35
3.3.1. Types of Downsizing	35
3.3.2. Advantages of Downsizing	36
3.3.3. Disadvantages of Downsizing	36
3.4. Voluntary Retirement Scheme (VRS)	36
3.4.1. Objectives of the Voluntary Retirement Scheme	36
3.4.2. Benefits of VRS	36
3.5. Work-life Balance (WLB)	37
3.5.1. Factors Causing Work-Life Imbalance	37
3.5.2. Consequences of Work-Life Imbalance	38
3.5.3. Benefits of Work-life Balance	38
3.5.4. Measures to Achieve Work-Life Balance	39
3.6. Work from Home (WFH)	40
3.6.1. Advantages of Work from Home	40
3.6.2. Disadvantages of Work from Home	41
3.7. Let Us Recap	41
<i>Self-Assessment Questions</i>	42

<i>Short Answer Questions</i>	43
<i>Discussion Questions</i>	43
<i>Class Assignments</i>	44

Unit II: Procurement of Human Resource

4. Human Resource Planning (HRP)	47-56
4.1. Human Resource Planning (HRP) Defined	47
4.2. Difference between Manpower Planning and Human Resource Planning	48
4.3. Objectives of HRP	48
4.4. Importance of HRP	48
4.5. Quantitative and Qualitative Dimensions of HRP	49
4.6. Human Resource Planning Process	50
4.7. Problems / Barriers to HRP	53
4.8. How to Make HRP Effective?	53
4.9. Let Us Recap	54
<i>Self-Assessment Questions</i>	54
<i>Short Answer Questions</i>	55
<i>Discussion Questions</i>	56
<i>Class Assignments</i>	56
5. Job Analysis	57-66
5.1. What is Job Analysis?	57
5.1.1. Job Description	58
5.1.2. Job Specification	58
5.2. Why Job Analysis?	59
5.3. Process of Job Analysis	60
5.4. Methods of Data Collection	61
5.5. Let Us Recap	64
<i>Self-Assessment Questions</i>	64
<i>Short Answer Questions</i>	65
<i>Discussion Questions</i>	65
<i>Class Assignments</i>	65
6. Recruitment	67-80
6.1. Meaning of Recruitment	67
6.2. Factors Affecting Recruitment	68
6.2.1. Internal Factors	68
6.2.2. External Factors	68
6.3. Sources of Recruitment	69
6.3.1. Internal Sources	69
6.3.2. External Sources	71
6.4. Recruitment Process	74

6.5. Methods of Recruitment	75
6.6. Effectiveness of Recruitment Programme	76
6.7. Let Us Recap	76
<i>Self-Assessment Questions</i>	77
<i>Short Answer Questions</i>	78
<i>Discussion Questions</i>	78
<i>Class Assignments</i>	79
7. Selection	81-94
7.1. Meaning and Definition of Selection	81
7.2. Need for Scientific Selection	82
7.3. Selection Differs from Recruitment	83
7.4. Selection Process	84
7.4.1. Preliminary Interview	84
7.4.2. Application Blanks	84
7.4.3. Selection Tests	85
7.4.4. Selection Interview	89
7.4.5. Reference Checks	91
7.4.6. Physical Examination	91
7.4.7. Final Selection	92
7.5. Let Us Recap	92
<i>Self-Assessment Questions</i>	92
<i>Short Answer Questions</i>	93
<i>Discussion Questions</i>	93
<i>Class Assignments</i>	94
8. Placement, Induction, Socialization and Employee Retention	95-110
8.1. What is Placement?	95
8.2. Induction	96
8.2.1. Concept of Induction	96
8.2.2. Objectives of Induction	96
8.2.3. Benefits of Induction Programme	97
8.2.4. Contents of Induction Programme	98
8.2.5. Phases of Induction Programme	98
8.2.6. How to Make an Induction Programme Effective?	99
8.2.7. Evaluation of Induction Programme	100
8.2.8. Difference between Induction and Orientation Programme	102
8.3. Socialization	103
8.3.1. Concept of Socialization	103
8.3.2. Benefits of Socialization	104
8.3.3. Difference between Induction and Socialization	104
8.3.4. Phases of Socialization Process	105
8.3.5. Considerations while Developing Socialization Programme	105

8.4. Employee Retention	106
8.4.1. Why Do Employees Voluntarily Leave Organization?	106
8.4.2. Objectives of Employee Retention	106
8.4.3. Benefits of Employee Retention	106
8.4.4. Retention Strategies	107
8.5. Let Us Recap	107
<i>Self-Assessment Questions</i>	108
<i>Short Answer Questions</i>	109
<i>Discussion Questions</i>	109
<i>Class Assignments</i>	110

Unit III: Upgrading Employees: Training and Development

9. Training and Development	113-122
9.1. Concept of Training and Development	113
9.1.1. Difference between Training and Development	114
9.2. Need for Training and Development	114
9.3. Importance of Training	115
9.3.1. Benefits for Employees	115
9.3.2. Benefits for Employer	115
9.4. Role Specific Training	115
9.4.1. Benefits of Role Specific Training	116
9.4.2. Examples of Role-Specific Training Programmes	116
9.4.3. How to Implement the Role Specific Training Programme	117
9.5. Competency-based Training	117
9.5.1. Key Characteristics	117
9.5.2. Objectives of Competency-based Training	118
9.5.3. The Core Elements of Competency-based Training	118
9.5.4. Advantages of Competency-based Training	118
9.6. Let Us Recap	119
<i>Self-Assessment Questions</i>	119
<i>Short Answer Questions</i>	120
<i>Discussion Questions</i>	120
<i>Class Assignments</i>	121
10. Methods of Training and Development	123-138
10.1. Training Process	123
10.2. Methods of Training and Development	125
10.2.1. Apprenticeship	125
10.2.2. Understudy	126
10.2.3. On-the-Job Training	126
10.2.4. Coaching and Mentoring	127
10.2.5. Job Rotation	127

10.2.6. Role Play	128
10.2.7. Hands On	128
10.2.8. Shadowing	128
10.2.9. e-Learning	129
10.2.10. Case Method	130
10.2.11. Management Games	130
10.2.12. In-Basket Exercise	131
10.2.13. Vestibule Training	131
10.2.14. Lectures	132
10.2.15. Conferences/Seminars	132
10.2.16. Sensitivity Training	132
10.2.17. Management Development Programmes	133
10.3. Outsourcing	134
10.3.1. Need for HR Outsourcing	134
10.3.2. Types of HR Outsourcing	134
10.3.3. Benefits	135
10.4. Let Us Recap	135
<i>Self-Assessment Questions</i>	136
<i>Short Answer Questions</i>	137
<i>Discussion Questions</i>	137
<i>Class Assignments</i>	138
11. Scope of Training	139-152
11.1. Onboarding	139
11.1.1. Onboarding is Different from Training	139
11.1.2. Why Onboarding?	140
11.1.3. The Methods of Onboarding	140
11.1.4. Phases of Onboarding	140
11.1.4. Benefits of Onboarding	141
11.2. Training on Soft Skills	141
11.2.1. Meaning of Soft Skills	141
11.2.2. Types of Soft Skills	141
11.2.3. Benefits of Soft Skills at Workplace	141
11.2.4. How to Develop Soft Skills at Workplace	142
11.3. Training on Technical Skills	143
11.3.1. Meaning of Technical Skills	143
11.3.2. Types of Technical Skills	143
11.3.3. Difference between Soft Skills and Technical Skills	143
11.3.4. How to Improve Technical Skills	144
11.3.5. Benefits of Technical Skills	144
11.4. Product and Service Quality Training	145
11.4.1. What is Product?	145

11.4.2. What is Quality?	145
11.4.3. Meaning of Product and Service Training	145
11.4.4. Benefits of Training on Product and Service Quality	146
11.4.5. Pillars of an Effective Training Programme	146
11.4.6. Objectives of Training on Product and Service Quality	146
11.4.7. Types of Training on Product and Service Quality	147
11.5. Anti-harassment Training	148
11.5.1. What is Harassment?	148
11.5.2. Significance of Harassment Prevention Training	149
11.5.3. Types of Anti-harassment Training	149
11.6. Legal Training	149
11.6.1. Meaning of Legal Training	149
11.6.2. Types of Legal Training	150
11.7. Let Us Recap	150
<i>Self-Assessment Questions</i>	151
<i>Short Answer Questions</i>	152
<i>Discussion Questions</i>	152
<i>Class Assignments</i>	152

Unit IV Performance Appraisal and Compensation Management

12. Performance Appraisal	155-172
12.1. Meaning of Performance Appraisal	155
12.2. Nature of Performance Appraisal	156
12.3. Objectives of Performance Appraisal	156
12.4. Performance Appraisal Process	157
12.5. Performance Management	158
12.5.1. Meaning of Performance Management	158
12.5.2. The Performance Management Process or Cycle	158
12.5.3. Benefits of Performance Management	159
12.6. Methods of Performance Appraisal	159
12.6.1. Traditional Methods	159
12.6.2. Modern Methods	162
12.7. Potential Appraisal	165
12.7.1. Why Potential Evaluation?	166
12.7.2. How to Evaluate Employees' Potential?	166
12.8. Employee Counseling	166
12.8.1. Meaning of Employee Counseling	166
12.8.2. Need for Employee Counseling	167
12.8.3. Objectives of Employee Counseling	167
12.8.4. Types of Employee Counseling	167
12.8.5. Employee Counseling Process	168

12.9. Let Us Recap	169
<i>Self-Assessment Questions</i>	169
<i>Short Answer Questions</i>	170
<i>Discussion Questions</i>	170
<i>Class Assignments</i>	171
13. Employee Enhancement	173-180
13.1. Transfer	173
13.1.1. Need for Transfer	174
13.1.2. Policy	175
13.1.3. Types of Transfer	175
13.2. Promotion	176
13.2.1. Purposes or Objectives	176
13.2.2. Policy	177
13.2.3. Types of Promotion	177
13.3. Let Us Recap	178
<i>Self-Assessment Questions</i>	178
<i>Short Answer Questions</i>	179
<i>Discussion Questions</i>	179
<i>Class Assignments</i>	180
14. Compensation	181-198
14.1. Concept of Compensation	181
14.2. Objectives	182
14.3. Policies	182
14.4. Types of Compensation	182
14.4.1. Base Compensation	183
14.4.2. Supplementary Compensation	183
14.5. Types of Incentives	184
14.5.1 Individual Incentive Plans	184
14.5.2. Group Incentive Plans	187
14.6. Types of Benefits	188
14.6.1. Statutory Benefits	189
14.6.2. Voluntary Benefits	189
14.7. Performance-Linked Compensation	190
14.7.1. Types of Employee Performance-Linked Compensation	190
14.7.2. Advantages and Disadvantages of Performance-Linked Compensation	190
14.8. Employee Stock Option (ESO)	190
14.8.1. Objectives	191
14.8.2. Types of ESOs	191
14.8.3. Benefits of ESOs	191
14.9. Pay Band	191
14.9.1. Meaning	191

14.9.2. Benefits of Pay Band	192
14.10. Job Evaluation	192
14.10.1. Concept	192
14.10.2. The Objectives	192
14.10.3. Procedure of Job Evaluation	192
14.10.4. Advantages of Job Evaluation	193
14.10.5. Methods of Job Evaluation	194
14.11. Let Us Recap	196
<i>Self-Assessment Questions</i>	197
<i>Short Answer Questions</i>	198
<i>Discussion Questions</i>	198
<i>Class Assignments</i>	198

Unit V: Employee Maintenance, Engagement and Emerging Horizons

15. Employee Health and Safety	201-212
15.1. Meaning of Health	201
15.2. Importance of Health	202
15.3. Occupational Hazards and Diseases	202
15.3.1. Chemical Hazards	202
15.3.2. Biological Hazards	203
15.3.3. Environmental Hazards	203
15.3.4. Psychological Hazards	203
15.3.5. Occupational Diseases	203
15.4. Protection against Hazards	204
15.4.1. Preventive Measures	204
15.4.2. Curative Measures	204
15.5. Statutory Provisions Concerning Health	204
15.6. Industrial Accidents: Their Types and Causes	205
15.6.1. Types of Accidents	205
15.7. Industrial Safety and its Significance	207
15.8. Safety Measures / Programmes	208
15.9. Statutory Provisions for Industrial Safety in India	208
15.10. Let Us Recap	210
<i>Self-Assessment Questions</i>	211
<i>Short Answer Questions</i>	212
<i>Discussion Questions</i>	212
<i>Class Assignments</i>	212
16. Employee Welfare and Social Security	213-222
16.1. Employee Welfare	213
16.1.1. Objectives	213

16.1.2. Types of Employee Welfare	214
16.1.3. Importance	214
16.2. Social Security	215
16.2.1. Concept of Social Security	215
16.2.2. Objectives of Social Security	215
16.2.3. Need for Social Security	216
16.2.4. Types of Social Security	217
16.2.5. Social Security Measures in India	217
16.2.6. Social Security Legislation in India	218
16.3. Let Us Recap	220
<i>Self-Assessment Questions</i>	221
<i>Short Answer Questions</i>	222
<i>Discussion Questions</i>	222
<i>Class Assignments</i>	222
17. Employer-Employee Relations	223-240
17.1. Employee Grievance and Redressal	223
17.1.1. Meaning of Employee Grievance	223
17.1.2. Causes or Sources of Grievances	224
17.1.3. Grievance Handling Procedure	225
17.2. Industrial Disputes	227
17.2.1. Meaning of Industrial Disputes	227
17.2.2. Types of Industrial Disputes	227
17.2.3. Causes of Industrial Disputes	228
17.2.4. Impacts of Industrial Disputes	229
17.2.5. Settlement Machinery for Industrial Disputes	230
17.3. Stress-free Work Environment	232
17.3.1. What is Stress-free Work Environment?	232
17.3.2. Why is Stress-free Work Environment Important?	233
17.3.3. How to Create a Stress-free Work Environment?	233
17.4. Rejuvenation Breaks	234
17.4.1. Why Rejuvenation Breaks at Work?	235
17.4.2. How to Create Rejuvenation Breaks?	235
17.5. Leisure Activities	235
17.5.1. Types of Leisure Activities	236
17.5.2. Benefits of Leisure Activities	236
17.6. Let Us Recap	237
<i>Self-Assessment Questions</i>	237
<i>Short Answer Questions</i>	238
<i>Discussion Questions</i>	239
<i>Class Assignments</i>	239

18. Emerging Horizons	241-254
18.1. Redundant Manpower	242
18.1.1. Reasons for Workplace Redundancy	242
18.1.2. Benefits of Redundant Manpower	242
18.1.3. Difference between Redundancy, Layoffs and Downsizing	243
18.1.4. Steps Involved in the Redundancy Process	243
18.2. e-HRM	244
18.2.1. Objectives of e-HRM	244
18.2.2. Types of e-HRM	244
18.2.3. Advantages and Disadvantages of e-HRM	245
18.2.4. Functional Areas of e-HRM	245
18.3. Impact of HRM Practices on Organizational Performance	247
18.3.1. The Harvard Model	247
18.3.2. The Michigan Model	248
18.3.3. The Guest Model	248
18.3.4. The Warwick Model	248
18.4. HR Audit	249
18.4.1. Meaning and Objectives of HR Audit	249
18.4.2. Benefits of HR Audit	250
18.4.3. Process of HR Audit	250
18.4.4. Approaches to HR Audit	251
18.5. Let Us Recap	251
<i>Self-Assessment Questions</i>	252
<i>Short Answer Questions</i>	253
<i>Discussion Questions</i>	253
<i>Class Assignments</i>	254
19. Human Resource Information System (HRIS)	255-266
19.1. What Is HRIS?	255
19.2. Need for HRIS	256
19.3. Objectives of HRIS	257
19.4. Advantages and Disadvantages of HRIS	257
19.4.1. Advantages	257
19.4.2. Disadvantages	258
19.5. Uses of HRIS	258
19.6. Designing of HRIS	260
19.7. Computerized HRIS	261
19.8. Personnel Inventory	261
19.9. Limitations of HRIS	263
19.10. Let Us Recap	263
<i>Self-Assessment Questions</i>	264
<i>Short Answer Questions</i>	265

<i>Discussion Questions</i>	265
<i>Class Assignments</i>	266
20. Contemporary Issues in HRM	267-276
20.1. Emerging Job Opportunities	267
20.2. Talent Management	268
20.2.1. Benefits of Talent Management	269
20.2.2. Talent Management Process	269
20.3. Employee Burnout	270
20.3.1. What is Employee Burnout?	270
20.3.2. Burnout is Different from Job Stress	270
20.3.3. Symptoms of Employee Burnout	271
20.3.4. Causes of Burnout	271
20.3.5. Five Stages of Burnout	272
20.3.6. How to Prevent Burnout in the Workplace?	273
20.4. Let Us Recap	273
<i>Self-Assessment Questions</i>	274
<i>Short Answer Questions</i>	275
<i>Discussion Questions</i>	275
<i>Class Assignments</i>	276

About the Book

The hallmark of quality education is its fitness for purpose. It is against this backdrop; the National Education Policy (NEP) 2020 has prescribed, among others, the new syllabus of Human Resource Management (HRM) also to make the subject more and more useful for the organizations. The present book exclusively covers the course contents of the paper Human Resource Management in B. Com. (Pass) and B. Com. (Honours) of the University of Delhi.

Salient Features

- **Coverage:** Covers course contents exclusively as per the National Education Policy (NEP) 2020.
- **Window to Chapter:** Each chapter opens with theme-based quotation as a window to peep into the subject matter discussed subsequently in the chapter.
- **Takeaways:** Each chapter begins with the specific learning objectives as takeaways from the chapter to arouse interest in the topic among the students.
- **Boxes:** Thought-provoking points are presented in the Boxes.
- **Examples:** The difficult and complex concepts are elaborated in an easily understandable manner with relevant caselets, anecdotes, exercises, charts and figures.
- **Recap:** Enables the students to revise what they have learnt in the chapter.
- **Self-Assessment:** Self-assessment questions help the students know the progress made in understanding the subject matter discussed in the chapter.
- **Questions:** Both short answer and discussion questions enable the students explain what they have understood from the chapter.
- **Assignments:** Class assignments given at the end of each chapter enable the students to combine their theoretical knowledge with the practical insights in the subject.

About the Author

S.S. Khanka, M.Com., Ph.D. is Former Professor (HR) from National Institute of Financial Management (NIFM), Ministry of Finance, Government of India, Faridabad, Haryana. Professor Khanka's areas of academic interest include entrepreneurship, human resource management, organizational behavior, and ethics and values. He is well-known for his books relating to entrepreneurship titled Entrepreneurship in India, Entrepreneurial Development, and Creativity and Innovation in Entrepreneurship. Professor Khanka is the National Trainer on Ethics and Values in Public Governance recognized by the Department of Personnel and Training (DoPT), Government of India in collaboration with the United Nations Development Programme (UNDP).



Sultan Chand & Sons

Publishers of Standard Educational Textbooks

23 Daryaganj, New Delhi-110002

Phones (S): 011-23281876, 23266105, 41625022

(O): 011-23247051, 40234454

Email : sultanchand74@yahoo.com

info@sultanchandandsons.com



Scan to visit Us

TC 1302

ISBN 978-93-91820-67-1



9 789391 820671