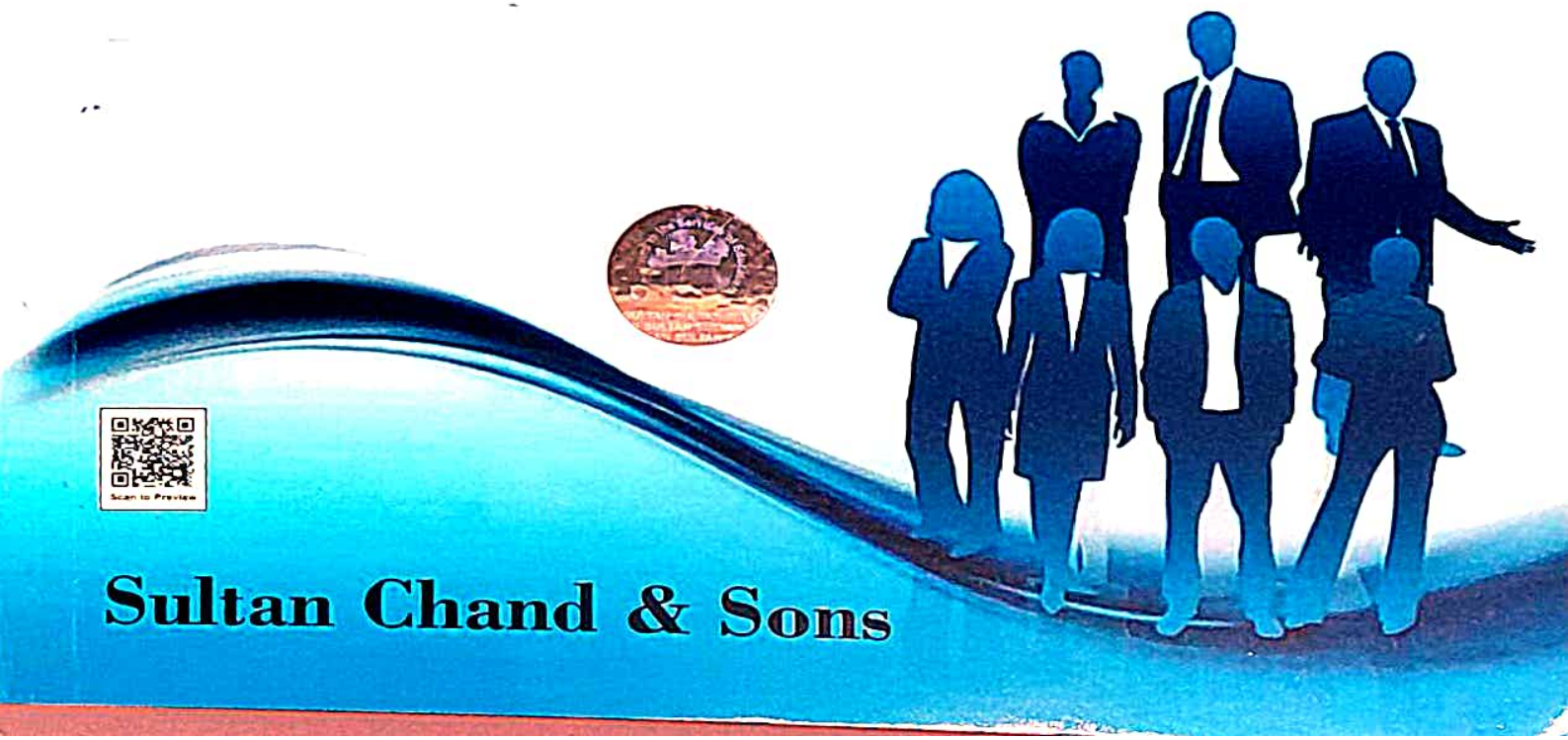
Human Resource Management

L M Prasad



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Human Resource MANAGEMENT

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Educational Publishers
New Delhi

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011-23247051, 40234454 *(Office)*
E-mail : sultanchand74@yahoo.com; info@sultanchandandsons.com
Fax : 011-23266357; Website: www.sultanchandandsons.com

ISBN : 978-93-5161-111-0 (TC-858)

Price : **₹ 500.00**

First Edition : 2001
Fourth Edition : 2017
Reprint : 2019, 2020, 2022, 2024

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Printed at: Himani Print Solution, Badarpur, New Delhi-110044

Preface

Management of people in organizations is as old as the existence of organizations. However, this aspect of management process did not receive the kind of attention which it deserved. At the global level, with the increased competition in business, organizations started to look at the ways for creating competitive advantage on the basis of their human resources. During the process of economic liberalization in India, the same pattern emerged in Indian companies. This was followed in academic field too in which an attempt has been made to link human resource management with corporate strategic management. In this link, the nomenclature of the subject 'personnel management' which was concerned mostly with reactive approach of managing people in organizations was changed to 'human resource management' which emphasizes proactive approach of managing human resources. This has led to the creation of a gap between desired contents and actual contents of a textbook in the subject. The present text makes an attempt to overcome this gap. It tries to place proper emphasis on the human resources in organizations and presents the most recent developments in the field and tries to relate how these developments are relevant to Indian organizations.

Organization of the Text

The present edition of the text has followed the pattern of the previous edition in its organization but with much sharper focus on strategic issues of human resource management. The text has been divided into seven parts with each part dealing with a particular issue of human resource management. Part I presents framework for human resource management and contains four chapters with each chapter dealing with relevant aspects of this framework. Part II containing five chapters presents issues related to acquiring human resources. Part III containing three chapters puts emphasis on developing human resources. Part IV containing three chapters deals with managing performance and compensation. Part V, spread into four chapters, deals with motivating and maintaining human resources. Part VI is related to managing industrial relations and contains three chapters. The last part presents issues related to human resource management for global business and contains only one chapter.

Changes in the Present Edition

The book in its fourth edition has been thoroughly revised and restructured with a view to incorporate the latest developments as well as to put the relevant and closely related subject-matters together. The following changes have been made in the present edition:

Reorganization. In the present edition, many chapters have been reorganized. The number of chapters has been reduced from 26 to 22 by merging some chapters.

While reorganizing the book, two considerations have been kept in mind. First, emphasis has been put on contemporary developments in the field without neglecting older concepts that have proved their worth over the years. Second, emphasis has been put on those topics which are believed to be rich in their applications for human resource managers and their

organizations not only as guides to immediate actions but in their potentials for guiding the managers for their action in future too.

All the chapters have been written afresh not only to incorporate latest development in human resource management by also to make subject-matter more lucid and crisp.

New Additions. In the present edition, each chapter starts with HR practice of an Indian company related to subject matter of the chapter. This will help you to relate theoretical framework of the chapter with HR practices. Many newer concepts and issues have been added: interdisciplinary approach of human resource management, evolution of human resource management, pattern of managing human resources in India, HR scorecard, factors affecting human resource planning, competency approach of job analysis, design of application form, factors affecting selection process adversely, evolution of human resource development, principles of human resource development, competency management, aligning training and development to business needs, future trends in training and development, multiskilling, e-learning, theories of compensation, machinery for fixing wages, career customization, structure of quality circle, principles of promotion of employees, negotiation skills, and negotiation strategy.

Acknowledgements

The subject matter of this book has been adopted from various Indian and foreign books, professional journals and other publications, and human resource management websites. However, while adopting the relevant subject matter, the emphasis has been put on the relevance of its implications for human resource management in India. I feel indebted to all those writers and researchers whose thoughts and theories have been helpful in bringing out this edition. Though it is difficult to mention all these names in an exhaustive manner, some prominent names have been recognized in the form of references at appropriate places. I am grateful to my several colleagues at various universities and institutes who have given their valuable suggestions from time to time. I am thankful to numerous readers of the book who have favoured me with their suggestions. An attempt has been made to incorporate their suggestions in the present edition to the maximum possible extent. I am sure that they will continue to provide their feedback about this edition which will always be appreciated and acknowledged. In the last, but not the least, I am thankful to various human resource managers who have favoured me in providing the human resource management practices being adopted by their organizations. Some of these practices have been presented at relevant places.

The author may be contacted at e-mail: ppmhrm@gmail.com.

L.M. PRASAD

PUBLISHER

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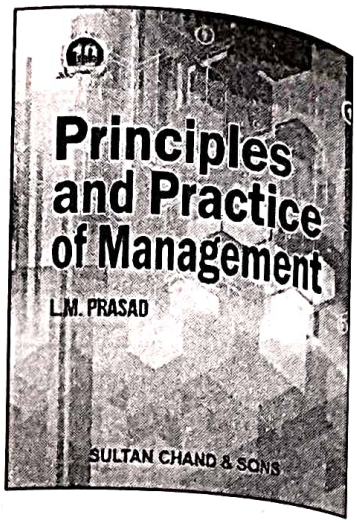
Principles and Practice of Management

L.M. Prasad



About the Book

The book in the present edition has been thoroughly revised and restructured. All the chapters have been re-written not only to incorporate new developments in Principles and Practice of Management but also to make the subject-matter more lucid and crisp. Thus, the present edition is vastly improved both in terms of contents and presentation.

Salient Features

- Comprehensive coverage of Subject-matter with latest developments.
- Authentic presentation of the subject matter with suitable Figures, Tables and Exhibits
- Proper blend of theory and practice.
- An opening case study so that the concerned concepts can be related to practices easily.
- Multiple choice questions, short answer questions, and discussion/application questions at the end of each chapter to test the assimilation of subject-matter concerned.
- Awareness Developer at the end of each chapter to enable the reader to assess her/his behavioral pattern.
- Case study at the end of each chapter for class-room discussion to sharpen diagnostic and analytical skills of the readers.
- Guidelines for learning through cases at the end of the book to enable the readers to make full use of learning through cases.
- Glossary at the end of the book for bird's eye-view.

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Edition: 10th; *Pages:* xvi + 536; *Size:* 185 × 240 mm; ISBN: 978-93-5161-181-3 (TC 209)

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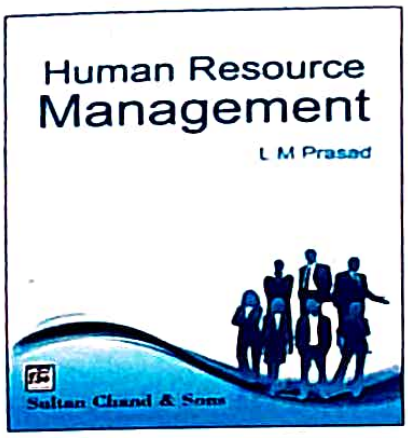

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Main Features

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- Most authentic presentation of the subject-matter.
- Subject-matter presented in simple and lucid style with suitable Figures, Tables, and Exhibits.
- Proper blend of theory and practice.
- An opening illustration of HRM practice of a prominent company in each chapter to enable readers to relate HRM concepts with HRM practices easily.
- Questions at the end of each chapter to test the assimilation of subject-matter concerned.
- Case at the end of each chapter for class-room discussion to sharpen diagnostic and analytical skills of the participants.
- Guidelines for learning through cases at the end of the book to enable the readers to make full use of learning through cases.

Thus the present edition is ideally suited to MBA/PGDM and other course.

About the Author

Dr L M Prasad is ex-Professor and Head, Department of Business Management, Purvanchal University, Jaunpur (UP). Prior to that, he taught at South Gujarat University, Punjab Agricultural University, Kurukshetra University and Banaras Hindu University. During this period, he completed many research projects, guided many students, and offered consultancy services to many business organizations.

A committed academician and prolific writer, Dr Prasad has written many books, research papers, and developed many cases, business games, and role playing exercises. His publications with Sultan Chand & Sons include:

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ISBN 978-93-5161-111-0
9 789351 611110