Introduction to Human Resource Management

1-25

Evolution of Human Resource Management (HRM), Era of Industrial Revolution, Era of Trade Unionism and Collective Bargaining, Human Relations Era, The Behavioural Sciences Era, Stages of Evolution of HRM in India, Concept and Definition of Human Resource Management, Characteristic features of Human Resource Management, Personnel vs. Human Resource Management, Objectives of Human Resource Management, Rationale of Human Resource Management, Functions of Human Resource Management, Significance of Human Resource Management, Human Resource Management in the Indian Scenario, HRM Environment in India, Human Resources Strategies in India, Challenges Faced by Human Resource Management, Changing Role of HRM in India.

Human Resource Planning

26-43

Concept of Human Resource Planning, Definition of Human Resource Planning, Features of Human Resource Planning, Objectives of Human Resource Planning, Need for Human Resource Planning, The Process of Human Resource Planning, Problem Areas in Human Resource Planning, Responsibility for HRP, Current Trends in HRP.

Job Analysis and Job Design

44-62

Job Analysis; Concept of Job Analysis, Need of Job Analysis, Process of Job Analysis, Techniques of Job Analysis, Difficulties in Job Analysis, Organizational Role in Job Analysis, Job Description; Concept, Uses of Job Description, Contents of Job Description, Specimen of Job Description, Guidelines for preparing Job Description, Limitations of Job Description, Job specification; Specimen of Job Specification, Job Design; Concept of Job Design, Factors Affecting Job Design, Characteristics of Good, Job Design, Methods of Job Design, Job Enrichment; Steps in Job Enrichment, Job Enrichment Techniques, Job Enrichment vs. Job Enlargement, Benefits of Job Enrichment, Limitations, Making Job Enrichment Effective.

Employee Resourcing: Recruitment and Selection

63-79

Recruitment; Concept and Definition, Pre-requisites to Recruitment, Factors Affecting Recruitment, Recruitment Policy, Sources and Methods of Recruitment, Selection; Concept and Definition, Selection Procedure. Placement: Induction or Orientation. Evaluation of Recruitment and Selection Practices.

Human Resource Development

80-88

Concept and Definition, Features of Human Resource Development, Objectives of Human Resource Development, Premises of Human Resource Development, Role and Significance of Human Resource Development, Functions of Human Resource Development Department, Principles of Human Resource Development, HRD Matrix.

Learning, Training, Development and Education,. Definition of Training, Distinction between Training and Development, Need for Employee Training, Objectives of Employee Training, Benefits of Employee Training, Principles of Employee Training, Methods/Techniques of Training, Management Development; Nature & Purpose, Ingredients of Management Development Programme, Methods/Techniques of Management Development, Evaluation of Employee Training and Development.

7. Organizational Development

108-120

Concept & Meaning, Features of Organizational Development, Need of Organizational Development, Objectives of Organizational Development, Significance of Organizational Development, Basic Assumptions Underlying Organization Development, Process of Organizational Development, Problems in Organizational Development, OD And Management Development.

8. Wage and Salary Administration

121-146

Concept of Wage and Salary Administration, Need for Sound Wage and Salary Administration, Pre-requisites of Wage and Salary Administration, Principles Governing Wage and Salary Administration, Purpose of Wage and Salary Administration, Components of a pay structure, Factors Affecting Wage and Salary Administration, Mechanism/Process of Determining Wage Rates, Constraints in Wage Determination, Systems/Methods of Wage Payment, Rewards and Incentives; Nature and Definition, Pre-requirements for Effective Incentive Systems, Various Types of Incentives, Impact of Incentives, Wage Differentials, Are Wage Differentials Justified?

9. Performance Appraisal

147-167

Concept of Performance Appraisal, Defining Performance Appraisal, Features of Performance Appraisal, Need for Performance Appraisal, Objectives of Performance Appraisal, Some Basic Hiccups to Appraisal, Pre-requisites for an Effective Appraisal System, The Process of Performance Appraisal, Techniques/Methods of Performance Appraisal, Problems in Performance Appraisal, Potential Appraisal; Meaning and Concept, Need, Process of Appraisal, Problems in Potential Appraisal, Performance Appraisal vs. Potential Appraisal.

10. Human Relations

168-176

Meaning and Concept, Need/Objectives of Human Relations, Factors Affecting Human Relations, Importance of Human Relations, Problems in Human Relations, Managing / Improving Human Relations, Human Relations vs. Industrial Relations, The Human Relations Anthem.

11. Industrial Relations and Disputes

177-191

Concept, Meaning & Definition of Industrial Relations, Need/Objectives of Industrial Relations, Causes for Poor Industrial Relations, Industrial Disputes or Industrial Conflicts, Causes of Industrial Disputes,

Prevention of Industrial Disputes, Settlement of Industrial Disputes, Managing for Good Industrial Relations, Ten Commandments of Industrial Relations.

12. Management of Indiscipline

192-200

Meaning and Concept of Discipline, Pre-requisites of Discipline, Causes of Indiscipline, Types of Disciplinary Action, Disciplinary Procedure, The Red Hot Stove Rule, Code of Discipline in Indian Industry, Major Acts of Indiscipline or Misconduct.

13. Trade Unions 201-216

Nature & Definition of Trade Union, Characteristics of Trade Union, Principles of Trade Union, Need of Trade Unions, Objectives of Trade Union, Functions of Trade Union, Types of Unions, Methods Adopted By Trade Unions, Problems of Trade Unions, Suggestions for healthy growth of Unionism, Recent Trends in Trade Unions.

14. Fringe Benefits and Social Assistance Schemes

217-232

The Concept, Meaning & Definition of Fringe Benefits, Features of Fringe Benefits, Need for Fringe Benefits, Objectives of Fringe Benefits, Factors Influencing Benefits, Components of Fringe Benefits Package, Recent Trends in Fringe Benefits and Social Assistance Schemes.

15. Leadership

233-243

Meaning and Concept, Characteristics of Leadership, Leadership Functions, Leadership Qualities, Leadership Styles, Specific Styles of Leadership.

16. Motivation 244-257

Meaning and Concept, Features of Motivation, Importance of Motivation, Factors of Motivation, Theories of Motivation-McGregor's X and Y Theory, Theory Z, Maslow's Need Hierarchy Theory, Herzberg's Motivation-Hygiene Theory, Vroom's Expectancy / Valence Theory.

17. Exit Policy 258-263

Meaning and Concept, Need for Proposing VRS, Steps for Introducing and Implementing VRS, Advantages of Voluntary Retirement Scheme, Disadvantages of Voluntary Retirement Scheme, Exit Interviews, Format of Exit Interview.

18. Human Resource Audit and Research

264-272

Personnel Records, Need for Personnel Records, Usefulness of Personnel Records, Types of Personnel Records, The Ten Commandments of Effective Records, Human Resource Audit; Meaning and Concept, Objectives of Human Resource Audit, Significance of Human Resource Audit, Scope of Human Resource Audit, Audit Report, Problems in Human Resource Audit, Human Resource Research, Objectives of Human Resource Research, Types of Human Resource Research, Tools and Techniques of Human Resources Research, Research Procedure.

Select Bibliography

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