

# CONTENTS

## 1. Human Resource in Organizations

Introduction to HRM—Definition of personnel management—Scope of HRM—Nature of HRM—Objectives of HRM—Functions of HRM—Importance of HRM—Evolution of HRM—Role of HRM/HR managers—Qualities of a HR manager—Organization set up of HR department—Line and Staff, Hawthorne studies.

## 2. Manpower Planning

- A. Manpower planning: Meaning—HRP process—Benefits of HRP—Levels of HRP—Limitations of HRP
- B. Recruitment: Meaning & Definition—Factors governing recruitment—Recruitment process—Recruitment policy—Methods of recruitment—Recruitment practices in India.
- C. Selection: Meaning & Definition—Selection process.
- D. Promotions & transfers: Meaning of promotion—Objective of promotion—Types of promotion—Bases of promotion—Demotion—Need for demotion—Transfers—Types of transfers—Reasons for transfers—Promotion vs upgradation—Promotion vs transfers—Separation—Reasons of separation—CSR in Selection.

## 3. Training & Development

Meaning & definition of training—why training—importance of training—Training goals & objectives—Designing the training programme—Benefits of training to employees—Methods & techniques of training—Implementation of the training programme—Evaluation of the programme—methods of evaluation—Retraining—Executive

development — Characteristic feature of executive development — Objectives of Executive development — Executive Development objectives at three levels of authority — Importance of executive development — New Types of Training.

#### **4. Performance Appraisal**

- (A) Need for performance appraisal — features of performance appraisal — System of performance appraisal — Appraisal process — Methods of performance appraisal — Factors distorting the effectiveness of performance appraisal system — Suggestions for improved performance appraisal — Advantages & disadvantages of important appraisal methods — Trends in performance appraisal — Appraisal of managers.
- (B) Job analysis—Definition—Uses of job analysis— Job evaluation—Job description—uses of job description—Job specification—Job design— Methods of job design—Changing Trends in PA.

#### **5. Wage & Salary Administration**

Meaning & definition of wage & salary administration — Objectives of wage & salary administration — Principles of wage & salary administration — Wage payment process — Fringe benefits—Relevance of incentives.

#### **6. Work Environment**

Introduction — Meaning of work environment — Fatigue—meaning & definition — Causes of fatigue — Types of fatigue — Monotony — Meaning & definition — Boredom — Meaning & Definition — Industrial accident — meaning — Causes of accidents — Accident prevention steps — Protection against diseases/health hazards — Employee safety — significance/importance of industrial safety — Importance of industrial health — Recent examples of industrial accidents.

## **7. Morale**

— Meaning & importance of morale — Definition  
— Factors influencing morale — measurement or evaluation of morale — Impact or effects for morale  
— Morale & productivity — Improving employee morale — Leaders can boost morale.

## **8. Trade Unions**

Objectives — functions of Trade Unions — Trade Union as an organization — Formation & Registration of Trade Union — Rights & liabilities of registered trade unions — shortcomings of trade unions — employer's organizations — organization structure of National trade Union — How trade union objectives are achieved? — Characteristics of trade union — trade union movement in India — Trade union formation, ITES sector and Japanese Practice.

## **9. Workers' Participation in Management (WPM)**

Meaning & purpose of WPM — Scope of WPM — Levels of participation — Limitations of Participation — Pre-requisites for successful participation — Schemes of Participation — WPM in India — Labour turnover, theory and practice of WPM.

## **10. Industrial Relations**

Definition — Factors influencing industrial relations — Industrial Disputes — Settlement of disputes — Factors of Industrial relation — Objectives of IR — Conditions for congenial IR — Causes of disputes — Political affiliation of Unions.

## **11. Career Planning & Development**

Meaning — Objectives of career planning — Process of career planning — Career counselling — Advantages of career planning — Limitations of

career planning — Making career planning effective  
— career development — New trends in career  
planning and work.

## **12. Emerging Trends in HRM**

Changes in HRM — Future role of managers — TQM — Principles &  
Core concepts of TQM — Human Resources Development & TQM —  
Quality circles — Kaizen — TQM and HRM.

## **Index**