

# HUMAN RESOURCE MANAGEMENT

**Bibhuti Bhusan Mahapatro**

Reader

P.G. Department of Business Management  
Fakir Mohan University, Vyasa Vihar  
Balasore, Orissa



NEW AGE  
MANAGEMENT

*An Imprint of*

**NEW AGE INTERNATIONAL (P) LIMITED, PUBLISHERS**

New Delhi • Bangalore • Chennai • Cochin • Guwahati • Hyderabad  
Jalandhar • Kolkata • Lucknow • Mumbai • Ranchi

Visit us at [www.newagepublishers.com](http://www.newagepublishers.com)

# Contents

<i>Preface</i>	v
<i>Acknowledgements</i>	vii
<b>1. HUMAN RESOURCES MANAGEMENT: CONTEXT, CONCEPT AND BOUNDARIES</b>	<b>1</b>
1.1 Introduction	1
1.2 Human Factor and their Importance	2
1.3 Definition of Human Resources Management	3
1.4 A New Mandate for Human Resources	4
1.5 Changing Role of the Human Resource Management	5
1.6 Managing human resources in the emerging scenario	7
1.7 Evolution of Management of Human Resources: An Indian Perspective	10
References	16
<b>2. THE CONCEPT, SCOPE AND FUNCTION OF HUMAN RESOURCE OF MANAGEMENT</b>	<b>18</b>
2.1 Introduction	18
2.2 Concept and Challenges of HRM	18
2.3 Objectives of HRM	22
2.4 Human Resource Functions	24
2.5 Scope of HRM	29
References	35
<b>3. HUMAN RESOURCES PLANNING</b>	<b>37</b>
3.1 Introduction	37
3.2 What is Human Resources Planning?	38
3.3 Objectives of the Human Resources Planning	38
3.4 Needs of HRP	40
3.5 Human Resource Planning Process	46
References	60
<b>4. ATTRACTING THE TALENT: THE RECRUITMENT AND SELECTION</b>	<b>62</b>
4.1 Introduction	62
4.2 What is Recruiting?	63
4.3 Corporate Mission, Objectives, Strategies and Tactics (Most) And Recruitment	64
References	81
<b>5. SOCIALIZATION, MOBILITY AND SEPARATION</b>	<b>82</b>
5.1 Introduction	82
5.2 Promotions	84
5.3 Demotion	86

**x** *Contents*

5.4	Transfer	87
5.5	Placement	88
5.6	Induction	90
5.7	Employee Separation	92
	References	100
<b>6.</b>	<b>MANAGING THE PERFORMANCES</b>	<b>101</b>
6.1	Introduction	101
	References	136
<b>7.</b>	<b>COMPETENCY MAPPING</b>	<b>138</b>
7.1	Introduction	138
7.2	Competencies and HR	142
	References	164
<b>8.</b>	<b>POTENTIAL APPRAISAL, ASSESSMENT CENTER AND CAREER SUCCESSION PLANNING</b>	<b>166</b>
8.1	Introduction	166
8.2	Performance	170
	References	201
<b>9.</b>	<b>HR MEASUREMENT AND AUDIT</b>	<b>233</b>
9.1	Introduction	203
9.2	HR Audit	215
9.3	The Audit Process	223
9.4	Human Resource Information System (HRIS)	227
9.5	Human Resource Accounting	233
9.6	Lev and Schwartz Compensation Model	242
	References	249
<b>10.</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>	<b>251</b>
10.1	Introduction	251
10.2	Principles of Successful Organization	274
	References	280
<b>11.</b>	<b>TRAINING AND DEVELOPMENT</b>	<b>281</b>
11.1	Introduction	281
11.2	Management Development	299
	References	322
<b>12.</b>	<b>COMPENSATION STRATEGY AND STRUCTURE</b>	<b>325</b>
12.1	Introduction	325
12.2	Compensation Issues	326
12.3	Objective of the Compensation	328
12.4	Compensation Functions	334
12.5	Compensation policy and Objectives	334
12.6	Determinants of Compensation	342
12.7	Compensation Structure	343

12.8	Job Evaluation Systems	346
12.9	Pay Equity	350
12.10	Executive Compensation	351
12.11	Compensation Trends	356
	References	367
<b>13.</b>	<b>LABOUR-MANAGEMENT RELATIONSHIPS</b>	<b>369</b>
13.1	Introduction	369
13.2	Concept and Scope of Industrial Relations	370
13.3	Functions and Objectives of Industrial Relations	374
13.4	Approaches of Industrial Relations	379
13.5	Key Issues and Critical Challenges in Industrial Relations	385
13.6	Globalization and Industrial Relations-Its Emerging Trends	397
13.7	Conclusion	401
	References	405
	<b>INDEX</b>	<b>407</b>