

**MBA/PGDIM First Year**

**Paper III**

**HUMAN RESOURCE  
MANAGEMENT**



**मध्यप्रदेश भोज (मुक्त) विश्वविद्यालय – भोपाल**  
**MADHYA PRADESH BHOJ (OPEN) UNIVERSITY - BHOPAL**

### **Reviewer Committee**

1. Dr. Mukesh Chansoriya  
Professor & Director  
LNCT, Bhopal (MP)
2. Dr. Lila Simon  
Professor  
BSSS College, Bhopal (MP)
3. Dr. Parag Dubey  
Professor  
NITTTR, Bhopal (MP)

### **Advisory Committee**

1. Dr. Jayant Sonwalkar  
Hon'ble Vice Chancellor  
Madhya Pradesh Bhoj (Open) University, Bhopal (MP)
2. Dr. L.S. Solanki  
Registrar  
Madhya Pradesh Bhoj (Open) University, Bhopal (MP)
3. Dr. Ratna Suryavanshi  
Director  
Madhya Pradesh Bhoj (Open) University, Bhopal (MP)
4. Dr. Mukesh Chansoriya  
Professor & Director  
LNCT, Bhopal (MP)
5. Dr. Lila Simon  
Professor  
BSSS College, Bhopal (MP)
6. Dr. Parag Dubey  
Professor  
NITTTR, Bhopal (MP)

### **COURSE WRITERS**

**Professor P G Aquinas**, Chairman, Post Graduate Department of Studies and Research in Social Work Mangalore University, Mangalore

**Units** (1.0-1.2, 1.4, 2.0-2.4.3, 2.5.1, 2.8-2.8.8, 3.0-3.3, 4.3-4.3.1, 4.6-4.6.3, 5.0-5.2.3, 5.3-5.4)

**M N Misra**, Former Head and Dean, Faculty of Commerce, Banaras Hindu University, Varanasi

**Units** (2.5, 5.5.2, 4.3.2)

**Prof S. C. Srivastava**, Secretary General, National Labour Law Association

**Unit** (2.5.3, 5.2.4, 5.5)

**KM Pathi**, Faculty for Organizational Behaviour, Communication Skills, Critical Reading, Indraprastha Institute of Information Technology, New Delhi

**Unit** (2.6-2.6.4)

**R.S. Dwivedi**, Ex-Chairman and Dean, Faculty of Commerce and Management, Kurukshetra University, Haryana

**Unit** (2.7-2.7.5)

**JS Chandan**, Professor of Management, Medgar Evers College (City University of New York)

**Unit** (1.3, 1.5-1.9, 2.9-2.13, 3.4-3.9, 4.0-4.2.2, 4.5-4.5.4, 4.7-4.7.3, 4.8-4.12, 5.6-5.10)

**Kavita Singh**, Faculty of Management Studies

**Unit** (4.2.3, 4.4-4.4.1)

Copyright © Reserved, Madhya Pradesh Bhoj (Open) University, Bhopal

All rights reserved. No part of this publication which is material protected by this copyright notice may be reproduced or transmitted or utilized or stored in any form or by any means now known or hereinafter invented, electronic, digital or mechanical, including photocopying, scanning, recording or by any information storage or retrieval system, without prior written permission from the Registrar, Madhya Pradesh Bhoj (Open) University, Bhopal

Information contained in this book has been published by VIKAS® Publishing House Pvt. Ltd. and has been obtained by its Authors from sources believed to be reliable and are correct to the best of their knowledge. However, the Madhya Pradesh Bhoj (Open) University, Bhopal, Publisher and its Authors shall in no event be liable for any errors, omissions or damages arising out of use of this information and specifically disclaim any implied warranties or merchantability or fitness for any particular use.

Published by Registrar, MP Bhoj (open) University, Bhopal in 2020



VIKAS®

VIKAS® is the registered trademark of Vikas® Publishing House Pvt. Ltd.

VIKAS® PUBLISHING HOUSE PVT. LTD.

E-28, Sector-8, Noida - 201301 (UP)

Phone: 0120-4078900 • Fax: 0120-4078999

Regd. Office: A-27, 2nd Floor, Mohan Co-operative Industrial Estate, New Delhi 1100 44

• Website: [www.vikaspublishing.com](http://www.vikaspublishing.com) • Email: [helpline@vikaspublishing.com](mailto:helpline@vikaspublishing.com)

---

# SYLLABI-BOOK MAPPING TABLE

## Human Resource Management

---

Syllabi	Mapping in Book
<b>UNIT - 1: INTRODUCTION</b> 1. Human Resource Development Systems 2. Personnel Management: An Overview 3. HRM Trends in a Dynamic Environment	<b>Unit-1:</b> Introduction to Human Resource Management (Pages 3-43)
<b>UNIT - 2: PROCUREMENT AND DEVELOPMENT</b> 4. Job Analysis and Evaluation 5. Human Resource Planning 6. Recruitment and selection 7. Placement, Induction, Internal Mobility and Separations 8. Training and development 9. Career and Succession Planning	<b>Unit-2:</b> Procurement and Development (Pages 45-137)
<b>UNIT - 3: WAGE AND SALARY ADMINISTRATION</b> 10. Performance and Potential Appraisal 11. Compensation Planning	<b>Unit-3:</b> Wage and Salary Administration (Pages 139-167)
<b>UNIT - 4: MOTIVATION AND EMPOWERMENT</b> 12. Motivation and Productivity 13. Job Design and Enrichment 14. Developing Teams 15. Participation and Empowerment 16. Supervisory Skills and Styles	<b>Unit-4:</b> Motivation and Empowerment (Pages 169-230)
<b>UNIT - 5: UNIONS AND MANAGEMENT</b> 17. Trade Unions and Employers' Associations 18. Collective Bargaining 19. Employee Grievances and Discipline 20. Industrial Conflict Resolution	<b>Unit-5:</b> Unions and Management (Pages 231-296)

---



---

# CONTENTS

---

## INTRODUCTION

### **UNIT 1 INTRODUCTION TO HUMAN RESOURCE MANAGEMENT 3-43**

- 1.0 Introduction
- 1.1 Objectives
- 1.2 Human Resource Development Systems
- 1.3 Personnel Management: An Overview
- 1.4 HRM Trends in a Dynamic Environment
- 1.5 Answers to ‘Check Your Progress’
- 1.6 Summary
- 1.7 Key Terms
- 1.8 Self-Assessment Questions and Exercises
- 1.9 Further Reading

### **UNIT 2 PROCUREMENT AND DEVELOPMENT 45-137**

- 2.0 Introduction
- 2.1 Objectives
- 2.2 Job Analysis and Evaluation
  - 2.2.1 Purpose and Uses of Job Analysis
  - 2.2.2 The Steps in Job Analysis
  - 2.2.3 Job Design
- 2.3 Human Resource Planning
  - 2.3.1 Characteristics of HR Planning
  - 2.3.2 Objectives of HR Planning
  - 2.3.3 Importance of HR planning
- 2.4 Recruitment and Selection
  - 2.4.1 Forecasting
  - 2.4.2 Sources of Recruitment: Internal Vs External
  - 2.4.3 Selection
- 2.5 Placement
  - 2.5.1 Induction
  - 2.5.2 Internal Mobility: Promotion and Transfer
  - 2.5.3 Separations
- 2.6 Training
  - 2.6.1 Need and Objectives of Training
  - 2.6.2 Differences between Education, Training and Development
  - 2.6.3 Methods of Training
  - 2.6.4 Job Instruction Technique (JIT)
- 2.7 Development
  - 2.7.1 Nature and Scope of Executive Development
  - 2.7.2 Need and Importance of Executive Development
  - 2.7.3 Objectives of Executive Development
  - 2.7.4 Methods of Executive Development
  - 2.7.5 Executive Development Programmes (EDPs): Types, Sequence and Periodicity
- 2.8 Career and Succession Planning
  - 2.8.1 Aims and Objectives of Career Planning
  - 2.8.2 Need for Career Planning
  - 2.8.3 Benefits of Career Planning
  - 2.8.4 Career Planning and Succession Planning

- 2.8.5 Process of Career Planning
- 2.8.6 Importance of Career Development
- 2.8.7 Career Development Programme
- 2.8.8 Career Management and Career Anchors
- 2.9 Answers to 'Check Your Progress'
- 2.10 Summary
- 2.11 Key Terms
- 2.12 Self-Assessment Questions and Exercises
- 2.13 Further Reading

### **UNIT 3 WAGE AND SALARY ADMINISTRATION**

**139-167**

- 3.0 Introduction
- 3.1 Objectives
- 3.2 Introduction to Wage and Salary Administration
  - 3.2.1 Nature and Purpose of Wage and Salary Administration
  - 3.2.2 Factors Influencing Wage and Salary Structure and Administration
  - 3.2.3 Principles of Wage and Salary Administration
- 3.3 Performance and Potential Appraisal
  - 3.3.1 Uses of Performance Appraisal
  - 3.3.2 Purpose of Performance Appraisal
  - 3.3.3 Need of Performance Appraisal
  - 3.3.4 Traditional and Modern Methods
  - 3.3.5 Essentials of a Good Appraisal System
  - 3.3.6 Methods or Techniques of Performance Appraisal
  - 3.3.7 Limitations of Performance Appraisal Methods
  - 3.3.8 Ways for Improving Performance Appraisals
- 3.4 Compensation Planning
  - 3.4.1 Importance
  - 3.4.2 Factors in Compensation Plans
- 3.5 Answers to 'Check Your Progress'
- 3.6 Summary
- 3.7 Key Terms
- 3.8 Self-Assessment Questions and Exercises
- 3.9 Further Reading

### **UNIT 4 MOTIVATION AND EMPOWERMENT**

**169-230**

- 4.0 Introduction
- 4.1 Objectives
- 4.2 Motivation and Productivity
  - 4.2.1 Importance; 4.2.2 Theories of Motivation
  - 4.2.3 Enhancing Productivity through Rewards and Behaviour Modification
- 4.3 Job Design
  - 4.3.1 The Two Approaches to Job Design
  - 4.3.2 Enrichment
- 4.4 Developing Teams
  - 4.4.1 Types of Teams
- 4.5 Participation
  - 4.5.1 Way of Participation
  - 4.5.1 Methods of Participation
  - 4.5.2 Importance
  - 4.5.3 Requisites
  - 4.5.4 Limitations

- 4.6 Empowerment
  - 4.6.1 Types of Empowerment
  - 4.6.2 Importance of Empowerment
  - 4.6.3 Elements of Empowerment
- 4.7 Supervisory or Leadership Skills and Styles
  - 4.7.1 Leadership Skills
  - 4.7.2 Core Skills of Leadership
  - 4.7.3 Participative Leadership
- 4.8 Answers to 'Check Your Progress'
- 4.9 Summary
- 4.10 Key Terms
- 4.11 Self-Assessment Questions and Exercises
- 4.12 Further Reading

## **UNIT 5 UNIONS AND MANAGEMENT**

**231-296**

- 5.0 Introduction
- 5.1 Objectives
- 5.2 Trade Unions
  - 5.2.1 Aims and Objectives of Trade Unions
  - 5.2.2 Meaning and Types of Trade Unions
  - 5.2.3 Characteristics of Trade Unions in India
  - 5.2.4 Employers' Associations
- 5.3 Collective Bargaining
  - 5.3.1 Features of Collective Bargaining
  - 5.3.2 Prerequisites for Successful Collective Bargaining
  - 5.3.3 Collective Bargaining Vs Individual Bargaining
  - 5.3.4 Classification of Collective Bargaining
  - 5.3.5 Techniques of Collective Bargaining
  - 5.3.6 Collective Bargaining Process
  - 5.3.7 Effects of Collective Bargaining
  - 5.3.8 Collective Bargaining in India
- 5.4 Employee Grievances and Discipline
  - 5.4.1 Features of Grievance
  - 5.4.2 Understanding Employee Grievance
  - 5.4.3 Need for a Grievance Handling Procedure
  - 5.4.4 Nature and Causes of Grievances
  - 5.4.5 Basic Elements of a Grievance Handling Procedure
  - 5.4.6 Steps in Grievance Handling
  - 5.4.7 Benefits of Grievance Handling
  - 5.4.8 Grievance Management in Indian Industry
  - 5.4.9 Discipline
  - 5.4.10 Causes of Indiscipline
  - 5.4.11 Causes/Aspects of Discipline
  - 5.4.12 Essentials of a Good Disciplinary System
  - 5.4.13 Code of Discipline
  - 5.4.14 Procedure for Taking Disciplinary Action
- 5.5 Industrial Conflict Resolution
  - 5.5.1 Causes for Industrial Disputes
  - 5.5.2 Ways of Resolving Disputes
- 5.6 Answers to 'Check Your Progress'
- 5.7 Summary
- 5.8 Key Terms
- 5.9 Self-Assessment Questions and Exercises
- 5.10 Further Reading

