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Human Resource Management

Fourth Edition



Biswajeet Pattanayak

Human Resource Management

Fourth Edition

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Kopykitab

HUMAN RESOURCE MANAGEMENT, Fourth Edition
Biswajeet Pattanayak

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Contents

<i>Preface</i>	<i>xi</i>
<i>Acknowledgements</i>	<i>xiii</i>
<i>About the Author</i>	<i>xv</i>

Part I INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

I	Human Resource Management: The Global and Indian Scenario	3-20
	From Personnel to Human Resource: Evolution of HRM	4
	Evolution of HRM in India	11
	New Gen HR	12
	HR's Professional Competencies	13
	Relevance of HRM	15
	HRM Challenges	17
	Human Resource Functions	19
2	Human Resource Management for Corporate Excellence	21-45
	Evolving Organizations	21
	Components of Corporate Moral Excellence	24
	Pattanayak's Model of Sustainable Competitive Development of Excellent Organization	28
	Healthy Organization: A Trail to Sustainable Excellence	32
	HR Transformation: The New HR Organization	37
	How To Do Transformation	39
	HR Focus	41

Part II ACQUISITION OF HUMAN RESOURCES

3	Human Resource Planning	49-63
	The Contemporary Approach to HRP	50
	The Rise of HRP	53
	Role of HRP Professionals	54
	Link between Human Resource Planning and Strategic Planning	55
	HRP at National Level	57
	HRP at Corporate Level	58
	Problem Areas	60
	HR FOCUS	63
4	Human Resource Information System	64-73
	Why HRIS?	65
	Applications	65
	Necessary Capabilities of a HRIS	67
	System Functions	69
	Steps in Implementing an HRIS	70
	Benefits	71
	Limitations of HRIS	71
	HR FOCUS	73
5	Recruitment and Selection Strategies	74-91
	Recruitment	75
	Sources of Recruitment	78
	Stages in Selection Process	81
	Campus Recruitment	86
	HR FOCUS	90

Part III DEVELOPING HUMAN RESOURCES

6	Socializing, Orienting and Developing Employees	95-138
	Types of Socialization Programme	97
	Orientation	98
	Training and Development	102
	Training Needs in a Changed Marketplace	108
	Strategy for Devising an Efficient Training Mechanism	109
	Training Evaluation	113
	Approaches of Evaluation	114
	Types of Evaluation Instruments	117
	Training the Trainers	118
	Applications of Computers in Training	119
	Estimating Costs in Training and Development	119
	Developing Effective Training Programmes	120
	Designing an HRD Programme	122
	Designing an Effective Supervisory T&D Programme	125
	Performance Consulting: Moving Beyond Training	129

New Trends 133

HR Focus 135

7 Concept of Human Resource Development 139–153

The Concept of Work 139

Multiple Goals of HRD 140

HRD Mechanisms or Sub-systems 141

Contribution of Mechanisms to HRD Goals 144

HRD Department and Its Task 144

HRD for Organizational Effectiveness 146

HR Focus 149

8 Performance Appraisal System 154–175

History 155

Objectives of Performance Appraisal 156

Developing a Performance Appraisal System 157

Different Types of Employee Appraisal Systems 158

Implementing Performance Appraisal System 159

Distinction between Performance and Potential 161

Benefits of Performance Appraisal 162

Pitfalls 163

New Appraisal Systems 165

360° Appraisal System/Feedback 168

Recent Trends in Performance Management 169

HR Focus 173

9 Developing Careers 176–207

Career Anchors 177

Career Development Cycle 177

Career Need Assessment 178

Career Opportunities 178

Need-Opportunity Alignment 179

Plateaued Employees 179

Career Marriages 179

Some Experiences in Career Planning 182

Model for Planned Self-Development 185

Potential Appraisal and Succession Planning 188

Succession Planning 191

Succession Planning in Indian Industries 192

Assessment and Development Centres: Identifying and

Developing the Management Potential 194

Origin of the Assessment Centre Method 195

Essential Features of an Assessment Centre 196

Usage of Assessment Centres 198

Exercises in Assessment Centres 198

Accuracy of Assessment Centres 199

Use of Assessment Centres by Small Organizations 200

How can Centres be Used as a Developmental Tool ?	200	
Development Centres	201	
Global Practices in Assessment Centres	202	
HR FOCUS	205	
I0 Talent Management		208–236
Concept of Talent	208	
Importance of Talent Management	211	
Talent Management Life Cycle	212	
Factors Influencing Talent Management	213	
Managing the Talent	213	
Identifying the Talent Gaps	218	
Talent Sourcing	218	
Developing Talent	219	
Benefits of Talent Management to Organization	220	
Factors Retarding Talents in India	220	
HR FOCUS	223	
I1 Motivation at Work		237–266
The Basic Motivation Process	238	
Historical Background of Scientific Study on Motivation	239	
Employee Motivation—A Powerful New Model	240	
Abraham Maslow's Hierarchy of Needs (1954)	242	
Frederick Herzberg's Two Factor Theory (1959)	245	
Douglas McGregor's Theory 'X' and Theory 'Y' (1960)	246	
David McClelland's Three-Need Theory (1961)	247	
Vroom's Expectancy Theory (1964)	251	
Adam's Equity Theory (1965)	252	
E A Locke's Goal-Setting Theory (1968)	252	
Alderfer's ERG Theory (1969)	253	
Motivation and Job Characteristics Model	254	
Motivation and Morale	256	
What Demotivates or Demoralizes Employees	257	
Relationship between Motivation and Performance	257	
Motivational Techniques in Practice	258	
HR FOCUS	262	
Part IV MOTIVATING HUMAN RESOURCES		
I2 Empowerment and Participative Management		269–300
Empowerment	269	
Characteristics of Empowered Organization	272	
Shape for Empowerment	273	
Conditions Necessary for Empowerment	273	
Guidelines for Introducing Empowerment	274	
Factors Affecting Empowerment	274	
Empowerment Cycle	275	

Elements of an Empowered Management Style	276	
Barriers to Empowerment	278	
Benefits of Empowerment	279	
Concept of Participative Management	280	
Philosophical Basis	281	
Evolution of Participative Management	281	
Government Policy and Participation	283	
Prerequisites for Participation	285	
Structure of Participative Management	285	
Organization of Participative Management	286	
Functions of Participative Management	286	
Nature and Benefits of Participation	287	
Employee Participation: An Indian Experience	288	
Types and Degree of Participation	290	
Quality Circle	291	
Composition of Quality Circle	292	
Quality Circle Organization	293	
Rewards and Benefits of Quality Circle	295	
Criteria for Awards	296	
Promotion of Quality Circle	296	
Implementation Plan	297	
HR Focus	298	
13 Reward Management		301–326
Revolutionizing Reward Systems	301	
Features of a Reward System	305	
Reward Systems—Motivating Different Generations	306	
Effectiveness of Reward Management	309	
Reward Programme Framework	310	
Determinants of Rewards	314	
Rewarding Teams	320	
HR Focus	322	
14 Quality of Work Life		327–341
QWL and Human Resource Productivity	331	
The Role of the Supervisor in QWL	332	
Key Supervisory Role	332	
Quality of Work Life and Mental Health	336	
Popular QWL Programmes	337	
HR Focus	339	
Part V MAINTENANCE OF HUMAN RESOURCES		
15 Labour Relations		345–392
Genesis and Growth of Labour Relations	346	
India–Decent Work Country Programme 2013–2017	347	
Objectives of Labour Relations	351	

Labour Relations and Related Legislation	351	
Legal Framework of HRM	352	
Trade Unionism	370	
Collective Bargaining	374	
HRM Approach to Employee Relations	381	
Recommendation of Second National Commission on Labour, 2002	382	
HR FOCUS	385	
16 Compensation Management		393-419
Why Compensation Management?	394	
Objectives of Compensation Management	395	
Process of Compensation Management	396	
Incentives	406	
Group Incentive	410	
Top Management Teams (TMT) Compensation	411	
HR FOCUS	416	
17 Organization Analysis and Transformation		420-461
Theories of Organizational Change	421	
Organization Development (OD)	423	
Characteristics, Values, Assumptions and Beliefs in OD	426	
Pillars of Organization Development	428	
Diagnosing Groups and Jobs	431	
Collecting and Analyzing Diagnostic Information	432	
Designing an Effective OD Intervention	433	
Human Process Interventions	436	
Techno-Structural Interventions	439	
Employee Involvement	442	
Work Redesign	442	
Strategic Interventions	443	
Organization Transformation	447	
Evaluating and Institutionalizing OD Interventions	451	
Leading and Managing Change	454	
Problems and Challenges in OD	456	
OD in Global Setting	456	
HR FOCUS	460	
18 Knowledge Creation and Management		462-480
Knowledge Management (KM) Architecture	463	
Knowledge Conversion	465	
Current Knowledge Management Deficits	467	
Knowledge Management	468	
Critical Importance of Knowledge Management in Organizations	468	
APO Knowledge Management Framework	470	
Knowledge Management Process	471	
Knowledge Management in the Public Sector	475	
HR FOCUS	477	

19	Virtual Organization and Emerging HR Trend	481–503
	Characteristics of Virtual Organization	482
	Features of Virtual Organization	484
	Life Cycle of Virtual Organization	485
	Typology of Virtual Organizations	486
	Challenges for Virtual Team	491
	HR in Virtual Organization	492
	HR Challenges	497
	HR Focus	499
Part VI HR IN KNOWLEDGE ERA		
20	Learning Organization	507–520
	Six Antecedents of Learning Organization	507
	Learning Organizations	509
	Characteristics of the Learning Organization	511
	Steps in Becoming a Learning Organization	513
	Leadership and Learning Organizations	514
	HR FOCUS	518
21	Strategic Human Resource Management	521–544
	Sequence of Strategic Formulation	523
	Traditional HR vs Strategic HR	525
	Implementation of Strategic HRM	525
	Role of HR in Strategy Formulation	526
	Contingency or Structural Approach to Strategy	528
	Creating Performance through Integrating People and Strategy	528
	How Strategic HRM Concepts Impact on Practice	538
	HR FOCUS	541
22	Human Resource in Information Technology Organizations	545–568
	Buying Talents	546
	Borrowing Talents	556
	Building Talent	556
	IT HR in Practice	560
	Human Resource Assessment in IT Industry	562
	HR FOCUS	565
23	HRM in Mergers and Acquisitions	569–589
	Merger-Emotions Syndrome	571
	Reasons of Mergers and Acquisitions	572
	Reasons for Success	576
	Key Integration Levers and Components	577
	Types of Mergers and Acquisitions	579
	Domestic M&A (DM&A)	581
	International M&A (IM&A) or Cross-Border M&A	581

Stages of Merger and Acquisition	582
Key Communication Principles and Tactics for Smooth Integration	585
Key to Success of Merger and Acquisition	586
Skills and Competencies of HR Professionals	586
HR Focus	588

24 International Human Resource Management 590-614

Contingency Framework	590
More HR Activities	592
Domestic vs International HRM	594
International HRM	595
Selection	598
International Performance Management	602
International Compensation Management	607
Repatriation	611
HR Focus	613

Part VII CASES ON INDIAN ORGANIZATIONS

Case 1	Vindhya Steel Limited	617
Case 2	Promotion of Mr. Ritesh Mashroo	619
Case 3	Dr. Rajan Gupta's Misery	621
Case 4	The SBR and Vishnu	623
Case 5	Future Bank	626
Case 6	Sakshi Garments Ltd	629
Case 7	Subramaniam's Dilemma	631
Case 8	The Final Settlement	634
Case 9	IMPLA Pharmaceuticals Limited	640
Case 10	Dilemma of Restructuring	643
Case 11	Swati Textile India Limited	646
Case 12	Asthana Motors Limited	649
Case 13	Variable Pay Hike	651
Case 14	Garden Care—Tapping the Untapped	653
Case 15	Health Insurance WOES at ABC	656
Case 16	Innovative HRM at Span Outsourcing Pvt Ltd	658
Case 17	Monopoly to Competition	661
Case 18	Novais Laboratory Pvt Ltd	666
Case 19	Phoenix Aviation Limited: Challenges Ahead	669
Case 20	Data Infosys Limited	673
Case 21	Motivation—The Mantra for Productivity at Autolite	678

Bibliography 681-700

Index 701-707

Preface

The business environment now has become more challenging. Organizations are adopting innovative methods to stay ahead of competition. Of late, it has been realized that human resource functions are not meant only for the HR professionals, but are also crucial and critical for business managers of different functions.

Organizations have gone through a sea change in terms of technology, strategy and people processes in the present decade. Performance is the ultimate objective for improvement of the bottom and the top line of the business. It has taken precedence over other considerations, like loyalty and commitment towards continuity in the organization. In fact, it has become a reciprocal process between the organization and the employee. The organizations are not giving importance to loyalty without performance; similarly the employees are also not giving importance to long-term continuity in the job in comparison to benefits and stimulating work environment. It is a real challenge to meet these contradictions and keep the organization performing.

Technology has facilitated the business process sizably; but at the same time internet has created different challenges. Interestingly, almost three generations of professionals are now working in every organization. These people have wide difference in their perception, attitude, work value, expectation, etc. depending on their age group. This has thrown several new challenges for the HR professionals.

Linking the people strategy to the business strategy has always been the key to success. The frequent upheavals in the economy at the national as well as the global level have made us believe in developing short-term strategies rather than depending on long-run strategies. The frequent change of the equilibrium has also resulted in several disruptions and HR issues. In such an environment, the people processes of the organizations have to revolve around creating and sustaining performance oriented work culture, sourcing and managing talent, fostering innovation, and managing a diversified work group.

This new edition has been developed against this backdrop. The body of knowledge has been updated, and, what is more, applied research undertaken in the discipline of HR in the recent past has been integrated into it.

I am quite convinced that at this stage of development of Human Resource Management, it is pertinent to have a theoretical framework in order to structure a textbook like this. It is always desirable to have the flow of chapters and topics through a sequential mode, keeping in mind the process followed in a typical HR function. With this objective, a conceptual framework has been developed in the fourth edition covering 24 chapters. I am sure this will help in building a logical HR process architecture.

Besides updating the evidence base and providing functional examples in each chapter, several additions have been made to this edition. These include:

- ♦ HR's professional competencies
- ♦ HR transformation: New HR organization
- ♦ New Gen HR
- ♦ Talent management
- ♦ Recent trends in performance management
- ♦ Additional models of motivation
- ♦ New models of reward systems
- ♦ Human resource productivity model
- ♦ Knowledge management architecture
- ♦ New models of learning organizations
- ♦ Impact of strategic HRM on practice, etc.

Additionally, the latest HR practices in different organizations have been added to each chapter for better understanding and appreciation of the real-life situation. Many new Indian cases added to this edition will make the book more user friendly with a new flavour.

Thus, all the facets of HR have been dealt with in this book with adequate Indian models, cases and examples based on the theoretical framework of the west, and thereby an attempt has been made to bring the west and the east together on the platform of management of human resources. I am, therefore, confident that this book will prove to be a unique one.

Biswajeet Pattanayak

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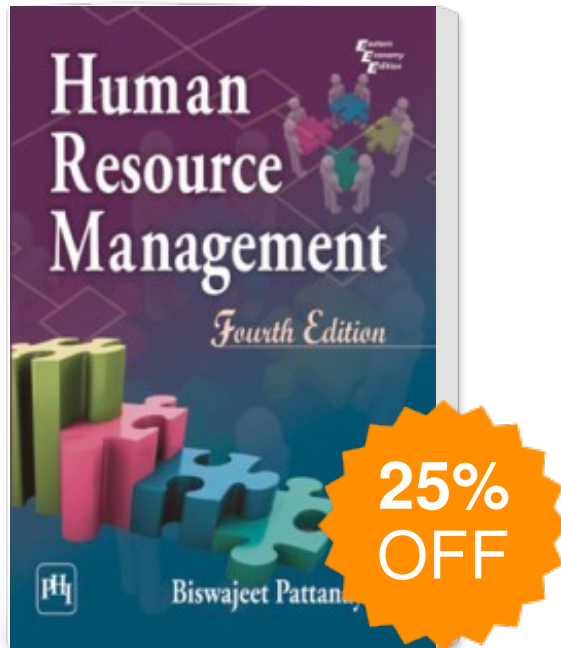
I have referred to many books, journals, websites, articles, blogs, newspapers and other reference materials during the course of writing this book. I am indebted to all. All the efforts have been made as far as possible to acknowledge and site the references of all original sources to provide them due credits. My apology for any omission(s) inadvertently.

Every work has a scope of improvement. I welcome suggestions and feedback from academicians, practitioners, research scholars and students for further improvement of this book. They can reach me at biswajeet.pattanayak@asbm.ac.in.

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