

## Book Review

**Book Name: Basics of Human Resource Management**

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### Book Review

During the last few years, lot of technological changes has taken place in the business environment. However, Human resource still remains the most important factor contributing the success of an organization. Human Resource is the most productive, most versatile asset and human resource can yield an output far greater than the input. It is seen that most of the problems in organizational settings are human and social and organizations that provide a quality work life for their employees tend to perform more efficiently and profitably. Top management has to pay more attention on human resource to be successful in cut-throat competition.

This book exhibits various principles of human resource management and application of these principles in solving real organizational problems through case studies. A total of 20 chapter and 20 case studies are included in the structure of this book.

**Chapter 1** deals with the nature and scope of human resource management. It includes

Topics like introduction, meaning, features, importance, objectives and functions of human resource management. This chapter also discusses the important question that Human Resource Management is whose responsibility? It also deals with areas covered by human resource management and measurement of the effectiveness of HR policies, programmes and practices. Organization of Human Resource Department, factors influencing HRM, challenges before HR

Manager, Role and Qualities of HR Manager, personnel philosophy and personnel manual are also the important topics of this chapter.

**Chapter 2** titled as Human Resource Development (HRD) includes topics like meaning, definitions, features, importance, objectives and functions of human resource development. It also discusses areas of knowledge and skills required to be possessed by HRD manager. Basic requirements for effective implementation of HRD practices and problems of HRD in India are also discussed in this chapter.

**Chapter 3** Evolution of Management of Human Resources discusses about development of personnel function and changing profile of workforce. It also talks about shift from personnel management to human resource management, people management in the knowledge economy and status of personnel management in the industry.

**Chapter 4** on Recent Trends in Human Resource Management highlights on Business Process Outsourcing, change management, competency mapping, employer brand, employee engagement, employee referrals, flexi-time, green HR, human resource accounting, human resource audit, human resource matrix management, human resource research, international human resource management, knowledge management, leave bank, learning organization, office lay out, on-the-bench employees, quality of work life, rehiring former employees, strategic human resource management, talent management, total quality and human resource management, virtual organization and use of information technology in HRM. Computerization of human resources/personnel records and e-learning and e-HRM are discussed are also discussed in this chapter.

**Chapter 5** deals with Human Resource Planning and highlights on meaning, definitions, objectives, need, importance, scope, factors affecting and process of human resource planning. It also focuses on demand and supply forecasting of human resource requirements. Topics like employee separation processes, contracting and sub-contracting, promotion and transfer are also explained in this chapter.

**Chapter 6** on Job Analysis, Job design and Job Evaluation deals with job analysis job description and job specification. Shift from job analysis to role analysis has also been discussed. Job design, employee empowerment and job evaluation are also explained in this chapter.

**Chapter 7** deals with Recruitment, Selection and Induction. In this chapter meaning and sources of recruitment; meaning of selection, employment tests, psychological tests and ethical issues in recruitment and selection are also explained. Placement and Induction are also discussed in this chapter.

**Chapter 8** is titled as “Training and Development”. This chapter includes topics like definitions of training and development, difference between training and development, objectives of training, need, advantages and steps in training programme. Evaluation of training programme, training methods and requirements of successful training programme are also explained in this chapter. Topics related to management development like meaning, importance, objectives, need and key elements are also included in this chapter. Methods of developing managers, the role of individual executive and management development in India are also explained in this chapter elaborative.

**Chapter 9** is titled as “Employee Performance Appraisal” and includes topics meaning, objectives and need for performance appraisal. It also talks about types and process of performance appraisal. Requirements of Good Performance Appraisal System and various Performance Appraisal Techniques are also discussed in the chapter. Further, advantages and problems associated with performance appraisal are also elaborated in this chapter. Suggestions for increasing the effectiveness of performance appraisal system, performance appraisal interview guidelines, role of HR manager in performance appraisal process and potential appraisal are other important topics of this chapter. Inputs on making performance appraisal a positive experience are the unique feature of the chapter.

**Chapter 10** on Compensation Management is dealing with basic concept of wages, importance of wage payment, objectives of wage and salary administration, factors influencing wages, characteristics of an Ideal Wage System and systems of wage payment. It also discusses compensation, components of salary/salary slip, fringe benefits, employee services, types of incentive plans, Individual Incentive Plans, advantages and limitations of incentive plans and requirements of an effective incentive plan.

**Chapter 11** is titled as Career Planning and Development deals with Meaning, features, objectives, benefits of career planning, areas covered under career planning, classification of employees, stages in career development, career

management, career planning process, career development, Image management, employee counseling, career counseling and succession planning.

**Chapter 12** on Leadership and Motivation talks about the qualities of a management leader, leadership functions and types of leadership. It also discussed about various theories of employee motivation. Apart from this, it also highlights the topics like job satisfaction, morale and employee retention.

**Chapter 13** on Communication highlights meaning, process, importance, principles, and barriers to communication. It also discusses about gateways to good communication and presentation skills.

**Chapter 14** is titled as Conflict Management. It deals with meaning and causes of conflict. It also discusses about the significance of communication in organizational conflict reduction. Methods of conflict resolution and usual approaches to regulating conflicts in organizations are also important part of this chapter.

**Chapter 15** is titled as Organization Development and discusses about its concept, major features and objectives. It also highlights various methods to create organization development.

**Chapter 16** on Human Resource Management during Mergers and Acquisitions deals with major issues during merger/acquisition transition phase. It also highlights transition phase of the employee integration and guidelines for effective integration of human resources in the new organization.

**Chapter 17** is titled as Employee Welfare and Discipline and deals with two types of welfare measures i.e. statutory and non-statutory. It highlights about Factories Act (1948) and Employees State Insurance Act (1948). Work environment, Welfare and recreational facilities, discipline, indiscipline, disciplinary measures and types of punishment are also discussed in detail. The Industrial Employment (Standing Orders) Act, (1946) is also described in this chapter.

**Chapter 18** is Participative Management discusses about meaning, features, objectives and benefits of participative management. Various forms of participation, collective bargaining, quality circle and empowerment are also explained clearly. Evaluation of Workers' Participation in Management Scheme and pre-requisites of effective participative management are important part of this chapter.

**Chapter 19** on Industrial Relations begins with meaning and features of industrial relations. Discussion about human relations is also an important part of this chapter. Importance, objectives, approaches and participants in industrial relations are explained very simply in this chapter. Industrial disputes, its forms, management action against the employees, prevention and settlement of industrial disputes and essential conditions for good industrial relations are very important discussions of this chapter.

**Chapter 20** on Trade Union is discussing about meaning, features, importance, objectives, functions and structure of trade union. Trade union movement and problems faced by trade unions in India are also explained. Current trends in trade unionism and suggestions for a successful trade union movement are also presented in this chapter. Meaning and objectives of employers' association are also the part of this chapter.

This book is written in very lucid language and students will be able to understand the concepts very clearly. The pattern of writing is so interesting that students will be able to maintain their interest in the reading throughout their studies. At the end of chapter's summary, study questions, assignments, current trends, and various formats used in different processes of HR are presented to give readers more insight on the topics. At the end of this book, many case studies with comments are given which will act as facilitator in improving readers' analytical skills.