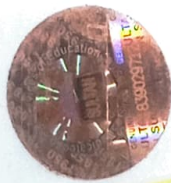


C.B. Gupta

Basic

Human Resource Management



BASIC HUMAN RESOURCE MANAGEMENT

*[For Paper BC 5.1(a) of B.Com. (CBCS) (Semester V)
of Delhi University]*

Dr. C.B. GUPTA

*Ex-Head, Department of Commerce
Shri Ram College of Commerce
Delhi University, Delhi*



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Author's Acknowledgement

The writing of a textbook always involves creation of a huge debt towards innumerable authors and publications. We owe our gratitude to all of them. We acknowledge our indebtedness in extensive footnotes throughout the book. If, for any reason, any acknowledgement has been left out we beg to be excused. We assure to carry out the correction in the subsequent edition, as and when it is known.

First Edition : 2014

Fourth Revised Edition : 2018

ISBN : 978-93-5161-128-8

Price : ₹ 195.00

Published by :

SULTAN CHAND & SONS

23, Daryaganj, New Delhi-110002

Phones : 23243183, 23247051, 23266105, 23277843, 23281876

Fax : 011-2326-6357

Website : www.sultanchandandsons.com

E-mail : sultanchand74@yahoo.com; info@sultanchandandsons.com

Printed at : Al-Aziz Book Binding House, 4/15, Site IV Industrial Area, Sahibabad, Ghaziabad (U.P.)

Preface

To the Fourth Edition

I feel indebted to the students and teachers who have used this book in large numbers. I have revised and updated the book so as to make it more useful for my esteemed readers. Some of the topics added in this edition are as under :

1. Work-life Balance.
2. Strategic role of HRM
3. Challenges before HRM.
4. Role specific and competency based training.
5. Coaching *vs.* Mentoring.
6. Challenges in compensation design.
7. Impact of IT on HRM.

Some of the *distinctive features* of the book are as follows :

- ★ Full coverage of the prescribed syllabus.
- ★ Learning Objectives in the beginning of each chapter to provide a bird's eyevew of the contents.
- ★ Summary at the end of each chapter for quick revision before the examination.
- ★ Test Questions culled from B.Com. Examinations of Delhi University.
- ★ Simple and lucid language.

I am confident the book will fully meet the needs of the concerned students and teachers. Suggestions and critical comments for improvements in subsequent editions of the book are welcome.

Dr. C.B. GUPTA

New Syllabus

UNIVERSITY OF DELHI

B.Com. : Semester V [CBCS]

Paper No. BC 5.1(a) : Human Resource Management

Duration : 3 hrs.

Maximum Marks : 100

Objective : The objective of the course is to acquaint students with the techniques and principles to manage human resource of an organisation.

CONTENTS

Unit I : Introduction

Concept and Functions : Role, Status and Competencies of HR Manager; Organisation of HR Department : HR Policies, Evolution of HRM : Emerging challenges of Human Resource Management like Workforce Diversity, Downsizing, Work Life Balance, etc.

Unit II : Acquisition of Human Resource

Human Resource Planning; Job Analysis — Job Description and Job Specification; Recruitment — Concept and Sources; Selection — Concept and Process; Testing and Interview; Placement and Induction.

Unit III : Training and Development

Concept and Importance; Identifying Training and Development Needs; Designing Training Programmes; Training and Development Methods — Apprenticeship, Understudy, Job Rotation, Vestibule Training, Case Study, Role Playing, Sensitivity Training, In-basket, Management Games, Coaching and Mentoring, Management Development Programmes; Evaluating Training Effectiveness.

Unit IV : Performance Appraisal

Nature and Objectives : Performance Appraisal Process; Methods of Performance Appraisal; Job Changes — Transfers and Promotions; Potential Appraisal.

Unit V : Compensation and Maintenance of Employees

Compensation — Concept and Policies; Job Evaluation; Methods of Wage Payments and Incentive Plans; Fringe Benefits; Performance Linked Compensation; Employee Health and Safety; Employee Welfare; Social Security (Excluding Legal Provisions); Grievance Handling and Redressal.

An Open Letter to the Students

Dear Students,

My aim in writing this open letter to you is to help you achieve success in the examinations. I believe that success in examination is not a matter of hard work alone. Examination is a technique and you should master this technique for best results. Many a time, I have observed with great sorrow that many hard-working students fail to secure good marks despite “burning the midnight oil”. What is important is not simply how much you study (time) but also how you study (method). As a teacher and examiner for more than four decades, I have gained useful experience which I want to share with you. Some do’s and don’ts for success are given below:

- ◆ Always be regular and punctual in the class. You will have to study for hours together what you can learn in just 45 minutes in the classroom.
- ◆ Devote a couple of hours daily to read and revise what has been taught in the class. This will put the topic in your subconscious mind. Students who mug up the entire course in just two-three months seldom fare well in the examination.
- ◆ When you are preparing for the examination, prepare very brief notes jotting down the main points for each topic. Emphasise conceptual clarity and learn the basic concepts or key words. Go through the ten years’ papers to find out the nature and type of questions asked in the examination.
- ◆ The day previous to the examination, read these brief notes. Avoid reading the book at this juncture as it may create mental tension and examination fever.
- ◆ Read the question paper carefully and select the questions to be answered keeping in view the instructions given by the examiner.
- ◆ Analyse each question carefully before answering it. Design your answer according to the requirements of the question. For example, if the question says “describe” you have to give the

meaning and nature of the topic. But if the question says “discuss” or “explain”, you should give arguments both for and against the idea. Time spent in planning the answer is a worthwhile investment.

- ◆ Divide your answer into suitable paragraphs. Use a separate paragraph for each point. Do not write long and uneven paragraphs.
- ◆ In the first paragraph, show to the examiner that you understand the question. Give pertinent answers without beating about the bush.
- ◆ Give brief and pointed answers. Don't stretch the answers too much. But give relevant examples.
- ◆ Wind up your answer by summing up the main points or giving your final opinion in the concluding paragraph. Remember the last impression influences the examiner's marking.
- ◆ Divide your time logically among different questions. Do not devote too much time to the first question at the cost of the last question. When the examiner indicates all questions carry equal marks, he expects you to devote equal time and attention to every question.
- ◆ In answering questions requiring your opinion, give views on both sides and then give your own judgement.
- ◆ As far as possible don't use the first person. The third person, *e.g.*, “it may be said in conclusion,” etc., is considered more appropriate.
- ◆ Before submitting your answer book, check up your roll number. Have a quick glance through your answers.
- ◆ After coming out of the examination hall, forget about the paper you have done. Think about the next paper only.

With these ideas, I place this book in your hands. You are the best judge of its quality. Please feel free to write your frank opinions/suggestions to me. Your views will help me in making improvements in the subsequent editions.

With best wishes,

Yours sincerely,
Dr. C.B. GUPTA

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Essentials of Marketing Management

Dr. C.B. GUPTA, M.Com., Ph.D., MIMA

Eighth Revised Edition, 2018

ISBN 978-93-5161-122-6

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Entrepreneurship — Text and Cases

Dr. C.B. GUPTA, M.Com., Ph.D., MIMA

Ex-Head, Department of Commerce

Shri Ram College of Commerce

University of Delhi, Delhi

Second Edition: 2017 Pages xvi + 430 ISBN: 978-93-5161-110-3

Price: ₹ 260

This book has been especially designed and written for Paper No. 5.3 (a) Semester V of B.Com. (CBCS) and Paper BCH 4.5 (a) Semester IV of B.Com. (Hons.) (CBCS) Course of Delhi University

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Basic Human Resource Management

by C.B. Gupta

About the Book

Basic Human Resource Management has been especially designed and written for paper BCS 5.1(a) (Human Resource Management) under Fifth Semester of B.Com (CBCS) Delhi University. It will be equally useful for other similar courses of undergraduate level.

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About the Author

Dr. C.B. Gupta topped the M Com. Examination of Delhi University in 1970. Later on he earned his Ph D. from the same university. He has been teaching B.Com., M.Com. and MBA courses in since 1970. Dr. Gupta is a well established author having published 41 books and 50 research papers to this credit. He is associated with several business schools in the NCR. He is a member of several professional bodies including the All India Management Association.



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Fax: 011-23266357; Website: www.sultanchandandsons.com

ISBN 93-5161-128-0



TC-1216