

Essentials of **Human Resource Management**



C. B. GUPTA

**Essentials of
HUMAN RESOURCE MANAGEMENT**

ESSENTIALS OF MARKETING MANAGEMENT

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This book has been especially designed and written for B.Com course (Part I) of Delhi University, for SOL and NCWEB students and students of other colleges under CBCS

Salient Features

- Comprehensive coverage of various topics.
- Systematic arrangement and analytical presentation.
- Contains several topics of contemporary interest e.g. Relationship Marketing, Social Marketing, Rural Marketing, marketing of Services, Consumer protection, Strategic marketing, Online Marketing, and so on.
- Lucid and Simple language
- Emphasis on conceptual clarity
- Precise and clear exposition of the text

Pedagogical Features

- Learning Objectives in the beginning of every chapter to provide a bird's eye view of the contents
- Boxes to provide a view of practices in Indian industry.
- Extensive use of tables and diagrams to illustrate the text
- Summary at the end of every chapter for quick recapitulation
- Review Questions culled from various examinations of universities and business schools
- Case study at the end of every chapter

Contents

- Introduction • Marketing Environment • market Segmentation and Positioning
- Product Decisions • Pricing Decisions • Distribution Decisions • Promotion Decisions • Appendix.

Other Books by the same Author & Publishers

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Preface

TO THE SIXTH EDITION

It is a matter of great pleasure and satisfaction for me to know that both students and teachers have appreciated and used this book. Their overwhelming response has encouraged me to revise and enlarge the contents. In the revised edition contents in different chapters have been updated and enriched Objective Type Questions have been incorporated at the end for the benefit of students. Questions culled from past examinations of SOL and NCWEB (2009-2017) have been incorporated at the end of each chapter.

I am sure students and teachers will find the revised edition more useful. Suggestions for improvement are welcome.

Dr. C.B. Gupta

TO THE FIRST EDITION

University of Delhi has revised the contents of its popular B.Com. course, which was earlier known as B.Com. (Pass), with effect from the academic year 2006-2007. In the revised syllabus, several optional papers have been prescribed in the third year. This book has been especially designed and written for one of the optional papers, namely 'Human Resource Management'. Some of the distinguishing features of the book are as follows :

1. Full coverage of the prescribed syllabus.
2. Systematic arrangement of topics strictly according to the course contents.
3. Tables and diagrams to illustrate the text.
4. Lucid and simple language.
5. 'Unit at a Glance' for quick revision before the examination.
6. Test Questions at the end of every Unit for self-examination.

I am confident the book will be very useful for both students and teachers. Suggestions and critical comments are invited for improvement of the book in subsequent editions.

Dr. C.B. Gupta

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 over 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,
C.B. GUPTA

Syllabus

UNIVERSITY OF DELHI
(School of Open Learning and NCWEB)

B.COM - PART III

OPTIONAL PAPER XVI (C): HUMAN RESOURCE MANAGEMENT

Duration: 3 hrs.

Max. Marks: 75

Lectures: 75

Objective: This course aims at acquainting the student with the concept, functions and challenges of Human Resource Management in the contemporary business environment.

Unit - I

Introduction: Nature, Functions and Importance of Human Resource Management. Development of Human Resource Management. Contribution of Industrial Psychology. Organisation of Human Resource Department, Human Resource Policies.

15 Lectures

Unit - II

Procurement: Human Resource Planning—Quantitative and qualitative dimensions; Job Analysis, Job descriptions and Job specifications. Sources of recruitment. Selection Process—Tests and Interviews, Induction and Socialisation.

15 Lectures

Unit - III

Training and Development: Concepts and Importance. Identification of Training Needs. Types of Training, On-the-job and Off-the-job methods of training. Designing of Training Programme. Methods of Executive Development.

10 Lectures

Unit - IV

Performance Management System: Concept and Objectives, Methods of Performance Appraisal; Job changes—Transfers and Promotions; Employee-counselling.

10 Lectures

Unit - V

Compensation and Management: Components of Compensation, Performance Linked Compensation. Employee Health; Employee Welfare; Social Security.

15 Lectures

Unit - VI

Emerging Horizons in HRM, Information Technology, Business Process Reengineering, Downsizing and VRS.

10 Lectures

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3. What is your assessment of this book as regards the presentation of the subject-matter, expression, precision and price in relation to other books available on this subject?

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4. Which competing books you regard as better than this? Please specify their authors and publishers.

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5. Any other suggestions/comments you would like to make for the improvement of the book?

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HUMAN RESOURCE MANAGEMENT

By: DR. C.B. GUPTA

An indispensable,
authoritative and well-written
book on the subject, contains
latest material, updated
information and pedagogical
features

Salient Features

- Systematic arrangement and analytical presentation of the subject matter
- Contemporary approach
- Comprehensive arrangement of topics
- Insights from Indian Industry in the form of boxes
- Provides an indepth understanding of the subject

Pedagogical Features

- Learning objectives in the beginning of every chapter
- Tables, boxes and diagrams to illustrate the text
- Summary at the end of every chapter for quick recapitulation
- Test Questions at the end of every chapter for self-examination
- Case study at the end of every chapter
- Select Bibliography for advanced learning

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- Management Theory & Practice
- Entrepreneurship Development
- Business Environment
- Business Organisation & Management
- Industrial Relations & Labour Laws
- Business Communication
- Corporate Planning & Policy

ABOUT THE AUDIT

C.B. GUPTA is a Senior Faculty Member at Shri Ram College of Commerce, University of Delhi. A Gold Medalist of University of Delhi he obtained his Ph.D. on Executive Compensation from the same university in 1982. An eminent and well established author of international repute. Dr. Gupta has more than thirty-five years of teaching experience. Reading, writing and teaching have always been his passion.



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