

P. C. TRIPATHI

HUMAN RESOURCE DEVELOPMENT



Sultan Chand & Sons

HUMAN RESOURCE DEVELOPMENT

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Preface

TO THE SEVENTH THOROUGHLY REVISED AND ENLARGED EDITION

I am very happy to place in the hands of my esteemed readers the seventh edition of *Human Resource Development*.

We have come a long way since the first edition of this book was brought out fifteen years ago in early 1997. Both academics and industry now much better understand the art and science of HRD. Some of our universities have introduced HRD as a separate subject in their P.G. Courses and many of our business organisations have accepted HRD as a device to continuously develop their employees' role competencies.

Notwithstanding the above change, the fact still remains that some of our academics do not distinguish HRD from Personnel Management and many of our business organisations suffer from the tendency to determine the efficacy of HRD practices only by their financial parameters.

In the following paragraphs I wish to address three important aspects about the book:

- (a) What this book is about?
- (b) What are the important features of this book? and
- (c) What the intended audience is.

About the Book

The book contains 21 chapters retaining their previous order. Contents of the book have been further enhanced in view of the questions set in various university examination papers and more examples and emerging practices from the corporate world have been added. Some major changes introduced in this edition are as under:

In Chapter 4, "Individual Behaviour," there are new sections on Functions of Attitudes, Attitude Measurement, Attitude and Productivity, Role of Persuasion in Changing Attitudes and Steps Involved in Role Analysis. In Chapter 7, "Performance Appraisal," a new section on the comparison of the traditional performance appraisal system with the new performance measurement system has been added. In Chapter 8, "Promotion, Potential Appraisal and Career Planning, There are two new major sections on Career Stages and Career Plan. In Chapter 9, "Training and Development," there are new sections on Experiential Learning and Personal Effectiveness Scale. In Chapter 11, "Leadership," a new figure showing the summary

of Path-Goal relationship has been added. In Chapter 12, "Employee Compensation," there is new matter on Limitations of Pay for Performance Plans. In Chapter 13, "Employee Welfare and Social Security," there are new sections on Differences between Mentoring, Coaching, Training and Counselling, Role of a Mentor, Classification of Mentoring, Stages of Mentoring Relationships, Favourable and Unfavourable Outcomes of Mentoring, and Design and Implementation of a Formal Mentoring Programme. In Chapter 14, "Communication," there is a new section on Empathic Understanding. In Chapter 17, "Quality of Worklife, there is a new major section on Worklife Conflict. In Chapter 18, "Organisational Climate or Culture," there are new major sections on Pygmalion in Management (Power of Expectations) and Reality Shock (Syndrome of Unused Potential).

Important Features of the Book

- (a) A clear and easy to understand approach.
- (b) Completely updated.
- (c) No need of prior knowledge of the subject.
- (d) Discussion questions from various universities at the end of each chapter.
- (e) Description of Indian examples of the use of various HRD concepts.
- (f) Answers (within brackets) to all objective (multiple choice) questions.
- (g) Helpful to those HRD managers who want to understand and more effectively manage their jobs.

Intended Audience

- (a) Graduate and Post-graduate students preparing for HRD or Personnel Management Paper.
- (b) Practising HRD or Personnel Managers.
- (c) Labour union leaders and workers.

I end this preface by citing the closing paragraph of my preface to the first edition of this book:

"This book will have done its job if it encourages the existing and future managers to treat the worker as an individual whose rights and dignity as a human being must be respected, who wants to do a good job and is ready to work hard at it, who is not motivated by economic gains alone but is anxious to know the satisfaction that comes from contributing to common objectives, and in being a loyal member of the team."

226, Ashok Nagar
Udaipur

P.C. TRIPATHI

TO THE FIRST EDITION

In recent years, there has been an increasing recognition of the importance of human resource and equally increasing disappointment with the functions traditionally rendered by the Personnel Departments in all sorts of business organisations. These departments, in many cases, have failed to achieve the twin goals of increased productivity and satisfaction. As a result, a new concept of dealing with the human resource known as the Human Resource Development (HRD) is fast growing everywhere. This concept is new at least in two ways. *One*, it emphasises the need for every organisation to continuously develop its employees' competencies in a planned way instead of merely reacting to its training needs as and when required. *Two*, it brings into sharp focus the importance of roles (instead of the positions) which employers occupy in organisations. The principal tasks of a human resource development manager are to understand these roles, match the roles and the persons, develop persons in their roles, develop the roles for persons, distribute rewards more equitably and, above all, develop the total organisation's renewing capacity. This last task is perhaps the most difficult for any HRD manager for it requires building a proper climate in the organisation in which employees develop their knowledge, attitudes and skills quite freely and frankly and feel committed to the organisation's goals. All this has made HRD the soul of the personnel function, permitting it and lifting it to a higher spiritual level.

A number of HRD techniques have been developed in recent years to perform the above tasks. These techniques are, however, different for workers and managers because they differ in respect of their role requirements, level of knowledge and competence and the number of target groups to be covered. Popular HRD techniques for workers include quality circles, quality of work life, training, counselling, participation, welfare and grievances mechanism. Among popular HRD techniques for managers are performance appraisal, potential appraisal, training and development and role analysis. In fact, the list of these techniques is expanding everyday and has come to include all organisation development (OD) techniques.

This book, besides describing the routine functions of personnel manager, describes in detail all the above HRD techniques. The book, though primarily designed to serve as a textbook for post-graduate management students of various Indian universities, can help a practising manager also by pointing him the way in which he can further improve his relations with his people.

Some important features of this book are as follows :

- It presents all topics in a coherent and systematic way avoiding technical jargon and unnecessary details,
- It describes important HRD practices of various Indian organisations within boxes; and
- It gives discussion questions at the end of each chapter.

This book will have done its job if it encourages the existing and future managers to treat the worker as an individual whose rights and dignity as a human being must be respected, who wants to do a good job and is ready to work hard at it, who is not motivated by economic gains alone but is anxious to know the satisfaction that comes from contributing to common objectives and in being a loyal member of the team.

January 1, 1997
226, Ashok Nagar
Udaipur (Raj)

P.C. TRIPATHI

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Syllabus

B.A. PROGRAMMES WITH COMMERCE HUMAN RESOURCE MANAGEMENT

Discipline Core-A3(BAC: Discipline (HRM)-A3)
Human Resource Development (Non-Major/Major)

Unit 1: Introduction

Human Resource Development (HRD) – Concept, Components, Evolution, Need and Significance, difference between Human Resource Management and Human Resource Development, Role of HR Manager, Contemporary Issues in HRD.

Unit 2: Strategies in HRD

Concept of Strategic HRD, HRD Interventions – Performance Appraisal, Potential Appraisal, Performance Coaching and Feedback, Career Planning, Training, Rewards, Employee Welfare Schemes and Work Life Balance, Roles of HR Developer.

Unit 3: Conceptual Models for HRD

Learning and HRD, Models and Curriculum of HRD, Principles of Learning for an Individual and Group, Transactional Analysis (TA), Behavioural Modelling and Self Directed Learning.

Unit 4: Training and Development Methods for HRD

Concept and Importance, Assessing Training Needs, Designing and Evaluating Training & Development Programmes, On the job and Off the job Methods of Training and Development such as lecture method, apprenticeship, internship, special projects, committee assignments, Simulation Techniques (Role Play, Business Games, Case Study), Vestibule Training, Programmed Instruction and Sensitivity Training.

Industrial Relations and Labour Laws

Dr. C.B. Gupta • N.D. Kapoor • P.C. Tripathi

About the Book

This book is meant to be a textbook for professional and post-graduate courses in management and commerce like DPM, DBM, MBA, MMS and M.Com.

Special Features

- Simplicity of expression and lucidity of style
- Uptodate information and latest developments
- Indian examples
- Concise and coherent explanation
- Synopsis at the beginning of each chapter
- Comprehensive coverage
- Case studies
- Select Bibliography
- Review questions
- Practical Problems.

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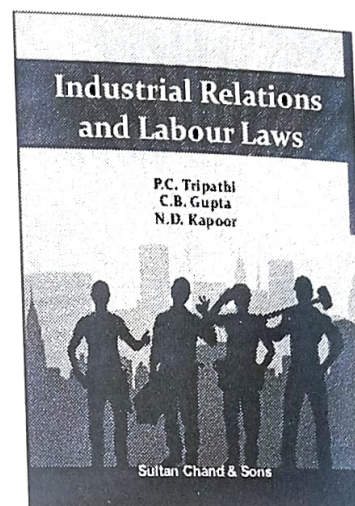
- Industrial Relations and Industrial Disputes in India
- Trade Unions
- Collective Bargaining
- Grievance
- Employee Discipline
- Employee Compensation
- Labour Welfare and Social Security
- Workers' Participation in Management

Part B – Labour Laws Introduction

- The Factories Act, 1948
- The Workmen's Compensation Act, 1923
- The Employees' State Insurance Act, 1948
- The Employees' Provident Fund and Miscellaneous Provisions Act, 1952
- The Payment of Gratuity Act, 1972
- The Maternity Benefit Act, 1961
- The Payment of Wages Act, 1936
- The Minimum Wages Act, 1948
- The Industrial Disputes Act, 1947
- The Industrial Employment (Standing Orders) Act, 1946
- The Trade Unions Act, 1926
- The Payment of Bonus Act, 1965
- The Apprentices Act, 1961
- The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1956
- The Collection of Statistics Act, 2008

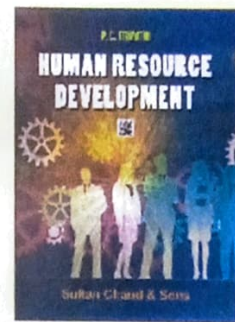
Bibliography

Syllabus



About the Book

The present text is an authentic presentation of contemporary concepts and practices in Human Resource Development. An indispensable text book for students of M.B.A., M.Com. and other Post Graduate Courses in Management and Commerce who are preparing for Human Resource Development or Personnel Development Paper. The book includes newer HR concepts and practices in the context of Indian Business Environment.



Salient Features

- Contents of the book have been enhanced in view of the questions set in various University Examination Papers and more examples and emerging practices from the Corporate World have been added.
- Subject matter presented in simple and lucid style with suitable use of Figures, Tables and Exhibits.
- More than 250 Discussion Questions from various Universities at the end of each chapter.
- Exhibits showing how leading Indian Companies follow different Human Resource Development practices.
- New concepts introduced in this edition:
 - ❑ Organisational Learning, Core Competence, Just-in-time, Flat Organisations, Down-Sizing, Collateral Organisation, marketing Strategy, Brand Rationalisation, Supply chain Management, Mergers and Strategic Positioning.
 - ❑ Emotional Intelligence, Learning Curve and Manpower planning in India
 - ❑ Major recommendations of the Second National Commission on labour in relation to employee welfare and social security.
 - ❑ Approaches to structuring of Human Resource Development
 - ❑ Institutional and Government efforts for training operatives.

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