

P. C. TRIPATHI

Personnel Management and Industrial Relations



SULTAN CHAND & SONS

Personnel Management and Industrial Relations

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Sultan Chand & Sons[®]

Educational Publishers

New Delhi

SULTAN CHAND & SONS^(®)

Educational Publishers

23, Daryaganj, New Delhi-110002

Phones : 011-23281876, 23266105, 41625022 (*Showroom & Shop*)

011-23247051, 40234454 (*Office*)

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

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

First Edition: 1978

Twenty-first Edition: 2013; Reprint: 2017, 2021, 2024

ISBN: 978-81-8054-844-4 (TC-234)

Price: ₹ 500.00

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Author's Acknowledgement: The writing of a Textbook always involves creation of a huge debt towards innumerable author's 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 correction in the subsequent edition, as and when it is known.

Printed at: Taj Press, Noida, U.P.

Preface

To the Twenty-First Edition

I am very happy to place in the hands of my readers the twenty-first edition of this book. This time also my objective has been to present a systematic, unified approach to the personnel tasks of a business organisation. This edition endeavours to give some new information on topics as mentioned hereunder:

- Chapter 1: *Introduction* Criteria called VRIO framework which determines the value of human resource for an organisation.
- Chapter 3: *Planning the Personnel Function* Determination of personnel objectives according to and their linkages with corporate business strategies.
- Chapter 6: *Motivation* Job designing *vis-a-vis* motivation theories.
- Chapter 11: *Performance Management* Difference between performance management and performance appraisal; Types of trait-based criteria.
- Chapter 12: *Training and Development* Training policies *vis-a-vis* business strategy (Strategic Management View); Different forms of training; Competency assessment.
- Chapter 13: *Career Planning and Promotion* Difference between career planning from organisational perspective and career planning from individual perspective; Time management; Pareto Analysis; Questionnaire to know one's need for time management; Difference between succession planning and replacement planning.
- Chapter 14: *Change, Absenteeism and Turnover* Consequences of layoff; Creative ways to eliminate the need for layoff; Fatigue and Stress.
- Chapter 15: *Employee Compensation* Mechanistic and organic compensation.
- Chapter 16: *Labour Welfare and Social Security* Segmentation approach; Meaning of Mentoring; Difference between mentoring and counselling; Tasks and roles of a mentor; Human resource strategy for successful mentoring programme.
- Chapter 22: *Worker Participation in Management* Indirect influence behaviour *vis-a-vis* empowerment.

The reader will find many new examples, problems and objective type questions (with answers). I have made cross references (wherever necessary) to alert the reader to interrelationships among the chapters and yet each chapter has been written as an independent unit and may be dealt with as such. Readers will find that they can tailor the sequence and number of chapters to suit the requirements and length of their courses. The glossary gives meanings of some important terms.

I am thankful to all those teachers and students who have helped me over the years in improving the contents of this book.

P.C. TRIPATHI

To the First Edition

Of late, there has been an increase in the prestige and power of Personnel Manager in India. Companies which till recently used their personnel departments as a sort of dumping ground for executive misfits or for about-to-be superannuated directors have now started putting their personnel management in the hands of powerful senior executives. Personnel management has emerged as a distinct leading profession. It now satisfies the three important attributes of a profession, namely, a corpus of knowledge, a period of learning and apprenticeship and a code of conduct. There has been a phenomenal increase in the knowledge about personnel management in recent years. Several schools of social work and institutes have been established in the country besides diploma courses on personnel management offered by several universities. And now by prescribing a code of ethics the Indian Institute of Personnel Management has fulfilled the third condition of the profession also.

While there is a general dearth of literature on the subject of Personnel Management written by Indian authors, there is practically none which deals with it comprehensively and cogently in the light of the practices prevailing in our country. The present text is intended to fill the gap in this field. It is written on the basis of the syllabi of personnel management courses in various Indian universities with special reference to Indian conditions. The matter covered in this book has been drawn from several Indian and foreign books and a number of articles and papers published in management journals. The book, thus, endeavours to present all relevant and up-to-date material at one place. The language is simple. In each chapter emphasis is laid upon principles of personnel management followed by digested descriptions of practices in our country. The book scrupulously avoids belabouring a student with excessive and monotonous details.

Though primarily meant to be a textbook in personnel management, the book promises to be of interest to management practitioners, administrators and executives as well.

A list of carefully selected supplementary reading and discussion questions is provided at the end of each chapter to enable the student to test his post-reading acquisition of knowledge and, if he so wishes, to pursue some of these areas further.

To all those whose work and ideas have been so helpful in writing this book, I wish to express my sincere appreciation. Credit also goes to my wife, Sarla, for her continued patience, support and interest in the progress of my work. Finally, I also like to thank my publishers, Sultan Chand & Sons, who first perceived the need for the book and then waited patiently for three long years for its completion.

P.C. TRIPATHI

Contents

1. Introduction	1.1—1.22
Importance of Human Factor	1.1
Definitions of Personnel Management	1.2
Characteristics of Personnel Management	1.3
Functions of Personnel Management	1.3
Systems View of Personnel Management	1.4
Objectives of Personnel Management	1.5
Underlying Philosophy of Personnel Management	1.5
Qualities of a Good Personnel Manager	1.7
Evolution and Growth of Personnel Management in India	1.9
Is Personnel Management a Profession?	1.11
Code of Ethics	1.12
Human Resources Management (HRM)	1.13
Meaning of HRD	1.14
Characteristics of HRD	1.14
Difference between the Traditional Personnel Management Function and HRD	1.15
HRD Methods	1.15
HRD Outcomes	1.16
HRD Organisation	1.17
HRD in Indian Industry	1.17
<i>Discussion Questions</i>	1.17
<i>Appendix I: A Detailed List of Operative Functions of a Personnel Manager</i>	1.19
<i>Appendix II: Subsystems of Human Resources Development System and their linkages in Larsen & Toubro Limited</i>	1.22
2. Future Personnel Manager	2.1—2.9
The Context	2.1
Training in International Attitude and Etiquette	2.1
Downsizing	2.1
Core Competence	2.2
Just-in-Time (JIT) on Lean Production	2.2
Total Quality Management (TQM)	2.2
Benchmarking	2.3
Flat Organisations	2.4
Team-building	2.5
Future Personnel Manager	2.6
<i>Discussion Questions</i>	2.9
3. Planning the Personnel Function	3.1—3.10
Personnel Plan	3.1
Personnel Philosophy	3.1
Personnel Objectives	3.2
Types of Corporate Business Strategy	3.3
Types of Linkage between HRM and Corporate Strategic Planning	3.3
Functions to be Performed	3.4
Duties and Responsibilities	3.5
Personnel Policies	3.5
<i>Discussion Questions</i>	3.10

4. Organising the Personnel Function	4.1—4.7
Corporate Organisation	4.1
Forms of Departmentalisation	4.1
Line and Staff Functions	4.3
Authority of Personnel Department	4.4
Nature and Location of Personnel Department in Different	
Types of Organisation Structure	4.4
Internal Organisation of Personnel Department	4.5
Line and Staff Conflict	4.6
Discussion Questions	4.6
5. Leadership	5.1—5.12
Definition	5.1
Sources of Power of a Leader	5.1
Difference between a Leader and a Manager	5.1
Functions of a Leader	5.2
Approaches to Studying Leadership ('What determines leadership?')	5.2
Traits Approach	5.2
Behavioural Approach	5.3
Contingency Approach	5.7
Effective Leadership	5.8
Leader's Characteristics	5.8
Group's Characteristics	5.9
Characteristics of the Situation	5.9
Leadership Style in Indian Organisations	5.10
Discussion Questions	5.11
6. Motivation	6.1—6.21
Definition	6.1
Approaches to Motivation	6.1
Needs	6.2
Incentives	6.2
Perceptions	6.2
Characteristics of Motivation	6.2
Motivation Theories	6.3
Content Theories	6.3
Maslow's need Hierarchy Theory	6.3
Herzberg's Two-Factor Theory	6.5
Job Enrichment	6.6
McClelland's need for Achievement Theory	6.8
Can Achievement Motivation be Developed?	6.9
Process Theories	6.10
Reinforcement Theory	6.12
Z Theory-Japanese Model of Motivation	6.14
Methods for Studying Motivation	6.15
Research on Motivation in India	6.16
Motivation of Managers	6.16
Incentives	6.17
Discussion Questions	6.20

7. Job Satisfaction and Morale	7.1—7.7
Job Satisfaction	7.1
Correlates of Job Satisfaction	7.1
Relationship between Job Satisfaction and Productivity	7.4
Morale	7.4
Determinants of Morale	7.4
Relationship between Morale and Productivity	7.5
Morale Study	7.6
Building Company Morale	7.6
Morale Studies in India	7.6
Discussion Questions	7.7
8. Employee Communication	8.1—8.13
Meaning	8.1
Purpose of Communication	8.1
Process of Communication	8.2
Directions of Communication Flow	8.3
Downward Communication	8.3
Upward Communication	8.6
Horizontal Communication	8.7
External Communication	8.7
Communication Networks	8.7
Evaluation of In-Plant Communication	8.9
Communication in Indian Industries	8.9
Informal Communication (Grapevine)	8.10
Features of the Grapevine	8.11
Discussion Questions	8.11
9. Control and Audit	9.1—9.9
Steps in Control Process	9.1
Establishment of Standards	9.1
Measurement of Performance	9.1
Correction of Deviations	9.1
Requirements of an Effective Control System	9.2
Why People Object to Controls?	9.2
Kinds of Control Devices	9.3
Discussion Questions	9.8
Appendix	9.9
10. Procurement of Personnel	10.1—10.47
Determination of the Kind or Quality of Personnel	10.1
Job Analysis	10.1
Job Analysis Techniques	10.2
Functional Job Analysis	10.2
Critical Incidents	10.2
Job Elements	10.3
Position Analysis Questionnaire	10.3
Physical Abilities Requirements	10.4
Job Description	10.6
Job Specification	10.7
Determination of the Quantity of Personnel (Manpower Planning)	10.8
Objectives of Manpower Planning	10.8

Manpower Planning Process	10.9
Manpower Planning in India	10.13
Recruitment and Selection	10.15
Placing the Requisition Indent	10.15
Recruitment	10.16
Selection	10.18
Successive Hurdles	10.27
Placement	10.31
Induction	10.32
Recruitment and Selection in India	10.33
Sources of Recruitment in India	10.33
Use of External Screening Agencies	10.38
Use of Multiple Hurdle Techniques/Tests	10.38
Reservation in Employment for Scheduled Castes, Scheduled Tribes and Physically Handicapped Persons	10.39
Prohibition to Employ Child Labour	10.39
Child Labour (Prohibition and Regulation) Act, 1986	10.39
Recruitment for Overseas Positions	10.40
Discussion Questions	10.40
Appendix: Application Blank	10.45
11. Performance Management	11.1—11.35
Purposes of Appraisal	11.1
Factors Affecting Performance Appraisal	11.2
Performance Management Process	11.3
Establishing Measurable Performance Criteria and Standards	11.3
Deciding Frequency of Appraisals	11.5
Who Can be the Appraiser?	11.5
Selecting the Most Appropriate Performance Appraisal Method	11.7
Traditional Appraisal Methods	11.7
Ranking Method	11.7
Rating-scale Method	11.8
Check-list Method	11.10
Forced-choice Method	11.11
Field Review	11.12
Critical Incident Technique	11.12
Confidential Report	11.13
Essay Appraisal	11.14
Limitations of Traditional Appraisal Methods	11.14
Modern Appraisal Methods	11.15
Management by Objectives (MBO)	11.15
Benefits of MBO	11.16
Limitations of MBO	11.17
Steps in Performance Counselling	11.20
Requisitions of Performance Counselling	11.21
Ground Rule for Giving Feedback	11.21
Essential of a Sound Appraisal System	11.22
Evaluation of a Performance Management System	11.23
Guidelines for Making Performance Appraisal Programme Successful	11.25
Performance Appraisal in Indian Industries	11.26

<i>Discussion Questions</i>	11.27
<i>Appendix 1: List of Important Criteria which can be Used to Appraise the Performance of Different Classes of Employees in an Organisation</i>	11.28
<i>Appendix 2: Specimen-Appraisal Form for Operatives</i>	11.30
<i>Appendix 3: Specimen-Appraisal Forms for Executives</i>	11.33
12. Training and Development	12.1—12.35
Training, Education and Development	12.1
Principles of Learning	12.2
Knowledge of Results	12.2
Motivation	12.3
Reinforcement	12.3
Supporting Climate and Practice	12.3
Part Versus Whole Learning	12.3
Transfer of Learning	12.3
Training	12.4
Responsibility for Training	12.4
Training Policy	12.4
Place of Training in Company Management	12.4
Need and Objectives	12.5
Determining Training Needs	12.5
Selection of Trainees and Trainers	12.7
Forms of Training	12.7
Training Methods for Operatives	12.8
Job Rotation	12.9
Internship Training	12.9
Apprenticeship	12.9
Vestibule School	12.9
Evaluation of Training Programme	12.10
Executive Development	12.10
Need and Objectives	12.10
Determining the Need for Executive Development	12.11
Selection of Trainees	12.12
Executive Development Methods	12.12
Evaluation of Training and Development	12.19
How Evaluation is Done?	12.19
Reaction Evaluation	12.19
Outcome Evaluation	12.20
Immediate	12.20
Intermediate	12.20
Ultimate	12.20
Executive Training and Development Practices in India	12.21
Institutional and Government Efforts for Training Operatives	12.23
Workers' Education	12.24
Organisation Development (OD)	12.24
Need	12.24
Characteristics of OD	12.25
Steps Involved in Implementing an OD Programme	12.25
Conditions for Success of an OD Programme	12.26

<i>Discussions Questions</i>	12.26
<i>Appendix 1: Questionnaire for Executive Training Needs Survey</i>	12.29
<i>Appendix 2: Questionnaire for Staff Supervisory Training Needs Survey</i>	12.31
<i>Appendix 3: Questionnaire to Evaluate a Training Programme</i>	12.33
13. Career Planning and Promotion	13.1—13.13
Organisational Career Planning	13.1
Steps in Organisational Career Planning	13.1
Individual Career Development or Career Planning from Individual Perspective	13.4
Time Management	13.4
The Pareto Principle	13.6
Succession Planning	13.6
Requirements of Effective Succession Planning	13.7
Difference between Succession Planning and Replacement Planning	13.8
Alternative to Succession Plan being Tried by Indian Companies	13.8
Promotion	13.8
Requirements of a Sound Promotion Policy	13.8
Advantages of Promotion Policy	13.9
Designing a Seniority System	13.9
Seniority vs. Merit	13.10
Potential Appraisal	13.11
Steps for Setting up a Good Potential Appraisal System	13.12
<i>Discussion Questions</i>	13.13
14. Change, Absenteeism and Turnover	14.1—14.18
Job Change	14.1
Advantages of Job Change	14.1
Job Change Plan	14.1
Demotion	14.2
Transfer	14.2
Transfer Policy	14.3
Indian Law on Transfers	14.3
Separation	14.4
Layoff	14.4
Retrenchment or Downsizing	14.5
Resignations or Quits (Attrition)	14.6
Exit Interview	14.7
How to Reduce Quits?	14.8
Retirement	14.10
Other Job-Related Issues	14.11
Absenteeism	14.11
Labour Turnover	14.14
<i>Discussion Questions</i>	14.16
15. Employee Compensation	15.1—15.41
Characteristics of a Good Compensation Plan	15.1
Primary Compensation	15.1
Time as a Basis for Pay	15.1
Nominal and Real Wages	15.2
How are Wages Determined?	15.2

Factors Affecting Wages at the Micro Level	15.3
Internal Equity	15.3
Job Evaluation	15.3
Major Steps in Job Evaluation	15.4
Methods of Job Evaluation	15.6
Quantitative Job Evaluation	15.7
Recent Development in Job Evaluation—Single Factor Methods	15.10
External Competitiveness (Pricing the Job Structure)	15.11
Monetary Incentive	15.12
Advantages of Monetary Incentive	15.12
Ill-effects of Monetary Incentive	15.13
Kinds of Monetary Incentive Plans	15.13
Individual Monetary Incentive Plans	15.13
Group Monetary Incentive Plans	15.14
Factory-wide or Plant-wide Monetary Incentive Plans	15.14
Monetary Incentive to Indirect Workers	15.15
Requisites for the Success of Monetary Incentive Plan	15.15
Pay-for-Performance	15.17
Compensation Strategy	15.18
Behavioural Performance Management	15.19
Major Steps of Applying the Behavioural	
Performance Management Approach	15.19
Wages in India (Major Components of Indian Wage Packet)	15.20
Basic Wage	15.20
Methods of State Regulation of Wages	15.22
Dearness Allowance	15.28
Annual Statutory Bonus	15.30
Payment of Bonus Act, 1965	15.31
Production-linked Incentive Bonus	15.32
Problems of Incentive Compensation in Indian Context	15.32
Productivity Bargaining or Linking Wages with Productivity	15.33
Wage Differentials	15.34
National Wage Policy	15.34
Present Position of Salaries in India—A Gallup Study by the Business World	15.35
How to Reward Employees?	15.36
Executive Compensation	15.37
Discussion Questions	15.38
16. Labour Welfare and Social Security	16.1—16.32
Labour Welfare	16.1
Principles of Labour Welfare Services	16.2
Types of Labour Welfare Services: Intramural and Extramural	16.3
Safety Service Prevention of Accidents	16.3
Health Services	16.7
Counselling	16.7
Mentoring	16.8
Labour Welfare in India	16.10
Factories Act, 1948	16.10
Labour Welfare Officer	16.11

Health of Workers	16.11
Welfare of Workers	16.13
Working Hours and Leave	16.13
Restrictions in the Factories Act on the Employment of Young Persons	16.14
Central Welfare Funds	16.15
Machinery Connected with Labour Welfare Work	16.15
Drawbacks of Welfare Services	16.17
Major Recommendations of the Second NCL	16.18
Welfare and Working Conditions	16.18
Occupational Safety	16.18
Voluntary Employee Welfare Benefits	16.19
Newer Types of Benefits	16.19
How to Become a Telecommute Friendly Company?	16.20
How to become a Successful Remote Worker?	16.20
Social Security	16.21
Social Security in India	16.22
Workmen's Compensation Act, 1923	16.23
Employees' State Insurance Act, 1948	16.24
The Employees' Provident Funds and Miscellaneous Provisions Act, 1952	16.26
Pension Reforms in the Civil Service Sector	16.28
The Maternity Benefit Act, 1961	16.29
The Payment of Gratuity Act, 1972	16.29
The Industrial Disputes Act, 1947	16.29
Drawbacks of our Social Security Schemes	16.30
Other Recommendations of the Second NCL	16.30
<i>Discussion Questions</i>	16.31
17. Grievance	17.1—17.10
Meaning	17.1
Causes of Grievances	17.2
Effects of Grievances	17.2
How to Know about Grievances?	17.2
Grievance Procedure	17.4
Machinery for Handling Grievances	17.4
Benefits of a Grievance Procedure	17.4
Desirable Features of a Grievance Procedure	17.5
Points to be Remembered when Handling a Grievance	17.6
Settlement of Grievances in Indian Industry	17.6
Model Grievance Procedure	17.7
<i>Discussion Questions</i>	17.9
18. Employee Discipline	18.1—18.19
Causes of Indiscipline	18.1
Types of Discipline	18.1
Alternatives to Punishment	18.2
Essentials of a Good Disciplinary System	18.2
Kinds of Punishment	18.4
Indian Law on Punishment	18.7
Industrial Employment (Standing Orders) Act, 1946	18.7
Model Standing Orders	18.8

Certification of Standing Orders	18.8
Forms of Punishment	18.10
Procedure for taking Disciplinary Action	18.11
Can the Worker Challenge Punishment?	18.14
Major Recommendations of the Second NCL	18.14
<i>Discussion Questions</i>	18.14
<i>Appendix 1: Sample Charge-sheet,</i>	18.19
<i>Appendix 2: Notice for Holding Enquiry to the Charge-sheeted Worker</i>	18.19
19. Trade Unions	19.1—19.32
Definition, Nature and Scope of a Trade Union	19.1
Difference between Labour Movement and Trade Union Movement	19.1
Trade Union Theories	19.2
Need for Trade Unions	19.3
Objectives of a Trade Union	19.4
Functions of Trade Unions	19.4
Trade Unions Structure	19.6
Historical Development of Trade Unions in India	19.8
Early Trade Unions (The period between 1890 and 1918)	19.8
Trade Unions after World War I (The period between 1919 and 1923)	19.8
Emergence of Left-wing Trade Unions (The period between 1924 and 1935)	19.9
Increase in Trade Union Activity and Unity Moves (The period between 1936 and 1939)	19.10
Union Activity during the Second World War (The period between 1940 and 1946)	19.10
The Post-War and the Post-Independence Period (After 1947)	19.10
Present Position	19.12
Obstacles in the Growth of Strong Trade Unionism	19.13
Trade Unions Act, 1926	19.14
Shortcomings of the Trade Union Act, 1926	19.20
Future of Trade Unions in India	19.23
The Context – Global Decline in Membership	19.23
Future Role of Trade Unions in India	19.25
White-Collar Worker's Unions	19.26
Characteristics of White-Collar Worker's Unions	19.26
Employers' Organisations	19.26
International Labour Organisation (ILO)	19.27
Objectives of the ILO	19.28
Functions of ILO	19.29
Supervision of ILO on the Implementation of Its Conventions	19.29
<i>Discussion Questions</i>	19.30
20. Collective Bargaining	20.1—20.15
Meaning	20.1
Difference between Collective Bargaining and Co-operation	20.2
Structure of Collective Bargaining	20.2
Benefits of Collective Bargaining	20.3
Conditions Essential for Successful Collective Bargaining	20.3
How Collective Bargaining Works?	20.5
Qualities and Attributes which Members of Negotiating Teams must Possess	20.6

Types of Negotiating Procedures	20.8
The Collective Bargaining Agreement	20.10
Union-Security Clauses	20.11
Collective Bargaining in India	20.12
Why has Collective Bargaining (Bipartitism) not Flourished in India?	20.13
Suggestions to make Collective Bargaining more Effective in India	20.14
Collective Bargaining in Central Public Sector Undertakings	20.14
The Future of Collective Bargaining	20.15
Discussion Questions	20.15
21. Industrial Relations and Industrial Disputes in India	21.1—21.44
Industrial Relations	21.1
Meaning	21.1
The Nature of Industrial Relations	21.1
Approaches to Industrial Relations	21.2
A Detailed Model of Systems Approach	21.3
Nature of Industrial Relations	21.5
Significance	21.5
Conditions for Good Industrial Relations	21.5
Causes of Poor Industrial Relations	21.8
Effects of Poor Industrial Relations	21.9
Suggestion to Improve Industrial Relations	21.9
Development of Trust – How Done?	21.10
Industrial Disputes in India	21.11
Meaning	21.11
Distinction between a Grievance and a Dispute	21.12
Forms of Disputes	21.13
Who can Raise an Industrial Dispute?	21.14
History of Labour Disputes in India	21.14
Industrial Truce Resolution of 1962	21.15
Causes of Disputes	21.16
Results of Disputes	21.18
Methods for the Prevention and Resolution of Industrial Disputes	21.18
Voluntary Level	21.18
Collective Bargaining	21.18
Code of Discipline	21.18
Arbitration	21.20
Reasons for the Slow Progress of Arbitration in India	21.21
Permanent Negotiation Machinery	21.22
Tripartite Bodies	21.22
Statutory Level	21.24
Prevention of Disputes	21.24
Unfair Labour Practices	21.24
Regulation of Strikes and Lock-outs	21.26
Recommendations of the Second NCL on the Subject of Strike	21.28
Law Relating to Lay-off, Retrenchment and Closure	21.28
Change in Conditions of Service	21.32
Authorities for Resolution of Disputes	21.33
Appraisal of Our Adjudication System	21.38

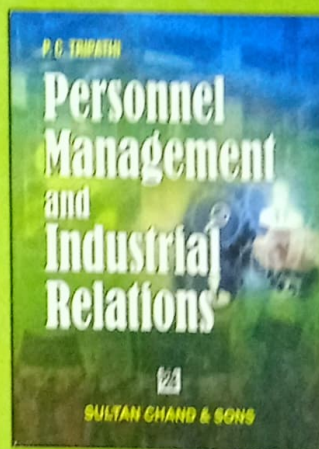
Authorities Recommended by the Second NCL	21.39
Central Industrial Relations Machinery in India	21.39
Central Implementation and Evaluation Machinery	21.40
Labour Relations Management Bill, 2003	21.40
Guidelines for Management when there is Dispute	21.41
Pre-strike/Lock-out Situation	21.41
During Strike	21.41
Post-strike Situation	21.41
<i>Discussion Questions</i>	21.42
22. Worker Participation in Management	22.1—22.17
Meaning	22.1
Factors Influencing Participation	22.1
Worker Participation in Management in India	22.2
Works Committee (1947)	22.3
Joint Management Council (1958)	22.4
Workers' Directors (1970)	22.5
Worker Participation Scheme (1975)	22.6
New Scheme on Worker Participation (1983)	22.8
Worker Participation in Management in Tata Steel	22.10
Some Issues for Consideration	22.10
The Participation of Workers in Management Bill, 1990	22.11
Criticism of the Bill	22.13
Alternative Approaches to Participation	22.13
Worker-Shareholders	22.13
Quality Circles	22.14
Requisites for Success	22.14
Advantages of a Quality Circle	22.14
Empowerment	22.15
Merits of Empowerment	22.15
Demerits	22.16
Requisites for the Success of Empowerment	22.16
<i>Discussion Questions</i>	22.17
23. Records and Research	23.1—23.12
Records	23.1
Effective Record-keeping	23.1
Computerised Human Resource Information System	23.3
Knowledge Management (KM)	23.3
Research	23.4
Pure Research and Applied Research	23.4
Steps in Conducting Social Research	23.5
Quantitative Methods in Personnel Research	23.8
Personnel Research in India	23.9
<i>Discussion Questions</i>	23.10
Appendix: Rajasthan State Mines and Minerals Ltd. – Service Form	23.12
Test Yourself (Objective Type Questions)	24.1—24.8
Bibliography	25.1—25.3
Glossary	26.1—26.5

About the Book

The present text deals with the subject of Personnel Management comprehensively and cogently in the light of the practices prevailing in our country. The book presents a systematic and unified approach to the personnel tasks of Business Organisation. Though this text book is written on the basis of syllabi of personnel Management Courses in various Indian Universities it also promises to be of interest to Management Practitioners, Administrators and Executives as well.

Salient Features

- Subject matter presented in simple and lucid style with suitable use of Figures and Tables.
- Emphasis is laid upon the principles of Personnel Management followed by digested descriptions of practices in our country.
- A list of carefully selected supplementary reading and discussion questions provided at the end of each chapter to enable the student to test his post reading acquisition of knowledge.
- New Concepts introduced in this edition :
 - ❑ VRIO Framework, Corporate Business Strategies
 - ❑ Job designing, Motivation Theories and Performance Appraisal.
 - ❑ Strategic Management View and Competency Assessment.
 - ❑ Career planning from organisational and individual perspective, Time management and Pareto Analysis.
 - ❑ Mechanistic and Organic Compensation
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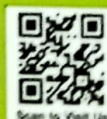
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ISBN 978-81-8054-844-4



TC-234