

DETAILED CONTENTS

<i>Preface</i>	xv
<i>About the Author</i>	xxi

CLUSTER 1: Old HR-New HR

CHAPTER 1 Human Resource Management—Introduction	3
Introduction	7
Human Resource Management and Personnel Management	8
The Importance of Human Resource Management	8
Models of Human Resource Management	9
Evolution of Human Resource Management	12
HRM in India	13
The Factors Influencing Human Resource Management	14
Human Resource Management and Line Managers	17
The HR Competencies	19
Human Resource Management and Firm Performance	20
Summary	23
CHAPTER 2 Human Resource Business Partner	25
Introduction	27
Defining HR Business Partnership	29
Models for Business Partnership	35
HR Business Partner Role	35
Managing Critical Relationships	37
HR Business Partner Competencies	40
HR Business Partner as an Internal Consultant	43
Gazing into the Crystal Ball: Beyond HRBP	45
Summary	48

CLUSTER 2: Plan and Acquire

CHAPTER 3 Human Resource Planning	53
Introduction	55
The Importance of HR Planning	55

Manpower Planning to HR Planning	56
Factors Affecting HR Planning	58
Benefits of HR Planning	60
HRP Process	62
Tools for Demand Forecasting	63
Attributes of an Effective HR Planning	72
Barriers to HR Planning	72
The Challenges for HR Planning in India	73
Summary	75

CHAPTER 4 Recruitment and Selection	77
Introduction	78
Importance of Recruitment	79
Recruitment Policies	81
Factors Influencing Recruitment	82
The Recruitment Process	82
Evaluation of Recruitment Process	88
Recruitment Strategy	89
Selection	95
Future Trends in Recruitment	100
Summary	102

CLUSTER 3: Development and Growth

CHAPTER 5 Learning, Training, and Development	107
Introduction	109
Training, Learning, and Development	109
Learning Theories	116
The Future of Training, Learning, and Development: Crystal Gazing into the Future	
World of Learning	130
Summary	132

CHAPTER 6 Competency Management	134
Introduction	136
The Evolution of Competency Management	136
What Is Competency?	137
Classification of Competencies	139
What Is a Competency Dictionary?	139
Competency Life Cycle	141
Competency Modeling	141
Assessment Centers	146
Performance Management	149
Summary	156

CLUSTER 4: Engage and Perform

CHAPTER 7 Employee Engagement	161
Introduction	162
Impact of Employee Engagement on Organizational Performance	163
What Is Employee Engagement?	164
Evolution of Employee Engagement	166
Challenges for Employee Engagement	167
How to Build an Engaged Workplace?	170
Measurement of Employee Engagement	175
Strategies to Improve Employee Engagement	179
Role of HR in Employee Engagement	181
Summary	182
CHAPTER 8 Performance Management and Appraisal	184
Introduction	185
Objectives of Performance Management	186
Performance Management and Performance Appraisal	187
Common Problems with Performance Appraisals	188
Performance Management Process	191
Types of Performance Rating Systems	202
Future of Performance Management	207
Summary	211

CLUSTER 5: Reward and Compensate

CHAPTER 9 Compensation and Benefits	215
Introduction	217
Definitions	218
Total Compensation	219
Total Rewards System	220
Forms of Pay	222
Theories of Compensation	223
External Factors	227
Internal Factors	231
Establishing Pay Rates	233
Employee Benefits	239
Summary	245
CHAPTER 10 Compensation for Special Groups	247
Introduction	248
The Supervisors	249
The Top Executives	250
The Growth in Executive Compensation	250

Determinants of Executive Compensation	252
Issues in Executive Compensation	255
The Future of Executive Pay in India	260
Compensation for Sales Personnel	262
Compensation for Scientists and Engineers in High-Tech Industry	266
Compensation for Contingent Workers	266
New Directions in Developing Compensation for Special Groups	268
Summary	269

CLUSTER 6: Decent Workplace: Compliance and Dialogs

CHAPTER 11 Industrial Relations	273
Decent Workplace: International Labor Organization	277
Industrial Relations	278
The Objectives of Industrial Relations	279
Approaches of Industrial Relations Systems	280
The Actors in Industrial Relations	284
Indian Context	287
Industrial Relations and Human Resource Management	290
Summary	294
CHAPTER 12 Workplace Legislations, Regulations, and Debates on Labor Law Reforms	296
Introduction	298
History and Evolution	300
Labor Law in India	300
Workplace Regulations Applicable to Government/Public Sector	310
Industrial and Service Jurisprudence	311
Summary	314

CLUSTER 7: Transformation of Work and Work Relationships

CHAPTER 13 HR Information System, HR Metrics, and HR Analytics	319
Introduction	320
HR Data	320
Human Resource Information System	321
HR Metrics	326
HR Analytics	328
Summary	344
CHAPTER 14 Employment Relations	346
The Definition	347
Traditional Employment Relations	352
Actors in the Fray: Role-taking	356
The New Frameworks for Employment Relations	359
The Future of Employee Relations	363
Summary	366

CLUSTER 8: HR Blue Ocean

CHAPTER 15 Human Resource Management in Small and Medium Enterprises	371
Definition of SMEs	375
Human Resource Management and Organization Performance in SMEs	378
The Difference in Adoption of Human Resource Management: SMEs and Large Firms	380
Indian Experience	382
Impact of Weak Adoption of Human Resource Management in SMEs	384
Factors Influencing the Adoption of Human Resource Management Practices in SMEs	389
Future of Human Resource Management in SMEs	393
Summary	395
CHAPTER 16 Human Resource Management in the Service Sector	397
Introduction	397
The Emergence of the Services Sector	398
Implications for Human Resource Management Function	399
Differences Between Services Sector and the Manufacturing Sector	400
Difference in Human Resource Management Practices in Services and Manufacturing Sectors	401
Human Resource Management and Service Quality Correlation	402
Some Specific Industries in Services Sector	409
Trade Unions in Services Sector	414
Models of Union Strategies	416
Summary	420

CLUSTER 9: Innovate and Transform

CHAPTER 17 Organization Transformation and the HR Leadership	425
Introduction	430
Terminologies	431
Summary	448
CHAPTER 18 Human Resource Management Innovations	450
Introduction	453
Human Resource Management and Innovations	454
Factors Affecting the Innovation Process in Organizations	457
Characteristics of Human Resource Management Innovations	458
Conditions Necessary for Successful HRMI Implementation	460
Current Trends in Human Resource Management Innovations	461
Innovative Human Resource Management Practices in India	464
How Human Resource Management Practices Contribute to Organizational Innovation	465
How to Make Human Resource Management Innovations Sustainable	467
Summary	471