FIFTH EDITION

Human Resource Management

TEXT AND CASES

human resource management

K Aswathappa

HUMAN RESOURCE MANAGEMENT

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Fifth Edition

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K ASWATHAPPA
Dean, Academics,
Acharya Institute of Management and
Sciences, Bangalore
and
Ex Director
Canara Bank School of Management Studies
Bangalore University
Bangalore

Tata McGraw-Hill

The McGraw·Hill Companies

To
The Late Sri Y. Nanjundappa
who taught me
The Art of Writing

PREFACE TO THE FIFTH EDITION

Over a short span of ten years, Human Resource and Personnel Management has seen through four editions and has entered the fifth one, with several reprints being brought out between editions. More than the number of editions and reprints, it is the response from the readers, expressed through e-mail and in person, that has indeed overwhelmed me. A very big 'thank you all' dear readers for your sustained interest and patronage of the book.

I have piled up a huge debt of gratitude to all of my esteemed readers. I plan to redeem the debt by placing in your hands an updated and enriched fifth edition of the book. Keeping in view the current trends in the subject, this new edition is retitled **Human Resource Management**.

Updating a book on human resource management is a very daunting task. Good things are happening in the field of HRM at a fast pace. Firms, particularly IT, ITES and BPO ones, are hiring tens of thousands of people every year. These companies are looking at the HR professionals to hire talent and retain the new hires. HR managers are expected to go beyond hiring and retaining talent. They are expected to perform and contribute to organisation's bottomline. No more are the HR departments just cost centres and no more are HR professionals sitting in corners pushing and shuffling statutory files and records. They are expected to become strategists, act as change agents and play the roles of organisational transformationalists. HR managers are the creators of an organisational infrastructure that impacts employees, customers, line managers and investors.

The infrastructure includes such intangibles as talent, speed, collaboration, accountability, shared mindset, learning, language and leadership. These intangibles contribute vastly to the competitive advantage of an organisation.

To capture all these and more in a book on HRM is indeed a formidable task. Nevertheless, I have tried to make the fifth edition of Human Resource Management as comprehensive and as contemporaneous as possible. The following changes demonstrate the efforts that have gone into the present edition.

New Chapter

Increasingly, HR activities are on-line. Recruitment, for instance, has now become e-recruitment as has performance management and compensation management. To reflect these and other developments, I have added *e-HRM* (Chapter 29) to the book.

Chapters Recast

Chapter 3 on strategic human resource management, now called *Integrating Strategic HR with Business Strategy*, has been rewritten to reflect the focus on HR professional to play the role of a strategist. Starting with a model on strategic HR, the chapter goes on to explain the role played by the HR manager at different phases of strategic management process.

Chapter 5 has been renamed *Analysing Work and Designing Jobs*. This recast chapter captures such dimensions as extreme jobs, BPR and knowledge work.

Chapter 21 is now called *Managing Separations and Rightsizing*. This chapter covers such topics as separations, rightsizing and horizontal and vertical movements of people in organisations.

Chapter 26 too has been rechristened *Evaluating Human Resource Management Effectiveness*. This chapter covers interesting topics like evaluation framework, balanced scorecard, benchmarking, qualitative and quantitative indices and the like.

Now called *Contemporary Issues in HRM*, Chapter 27 includes new topics such as HR professional as a strategist, he or she acting as a change agent, HRM in M&A's and high performing organisations.

New Features

Pause and Ponder is added to all the chapters in the book. This feature makes the reader pause and ponder to ensure that what he or she has been reading in the book is close to reality in organisational life.

Titles of all the chapters have been changed to make them more appealing and topical. Environment of Human Resource Management (Chapter 2) is now called *Context of Human Resource Management*, Performance Appraisal and Job Evaluation (Chapter 10) is renamed *Appraising and Managing Performance*, so too other chapters.

New Sections

Most of the chapters are enriched with new sections as outlined below.

Chapter 1

Human Capital Management: The journey of people management has witnessed several milestones. From IR to PM to HRM, the peregrination has been eventful and colourful. The journey is touching yet another landmark—**Human Capital Management (HCM)**. HCM posits that HR professionals should play the role of capital developers. This section explains the role of HR professionals.

HRM Models: HRM models provide an analytical framework for studying the subject. The models included in this section are the Fombrun Model, the Harvard Model, the Guest Model and the Warwick Model.

Paradoxes in HRM: The subject of HRM is being tossed between its supporters and opponents. While supporters of HRM claim it is a magic wand that can change fortunes of organisations overnight, critics dub it as high on rhetoric and low on content. Paradoxes of this type are highlighted in this section.

Chapter 7

Assessment Centres: Assessment centres are increasingly being used as selection devices. These centres (not exactly physical locations) help select managers based on measuring and evaluating their ability to perform critical tasks. This section examines assessment centres from the selection perspective.

Chapter 9

Career Planning and Development: Being highly relevant in a book on HRM, this section is a welcome addition. Starting with concepts, it explains different dimensions of career development—career development initiatives, employee role and the like.

Chapter 11

Remuneration of Special Groups: Special groups deserve unique remuneration packages. The unique groups covered in this section include teams, professionals, contract employees, executives and expatriates. The way to structure remuneration packages to these groups is explained in this section.

Chapter 20

Calculation of Cost of an Accident: This section contains a figure (20.2) that shows the different elements that add to the cost of an accident. It is not enough if the HR manager keeps track of the number of accidents that take place in a period. He or she must convert the accident into rupee terms so as to educate the management about the need to observe safety norms in the organisation.

Crusade Against Smoking: This section is an appropriate addition to the chapter on health and safety. Smoking claims millions of precious lives across the globe each year. While highlighting the number of causalities from smoking, this section suggests ways of minimising the loss of lives.

Chapter 23

HR Practices and Irrelevance of Unions: HR practices like individualisation of employment contract and socialisation of workforce have made unions irrelevant. This section throws light on the best HR practices contributing to the declining role of unions.

Chapter 25

Myths about Ethics: This section dwells on five myths that exist in business ethics. The myths covered include: (i) ethics is personal and confined to self, (ii) business and ethics do not jell, (iii) ethics is relative, (iv) good business is good ethics, and (v) information and computing are amoral. It is because of these myths that some people call 'business ethics' an oxymoron while others claim it as highly relevant in today's business environment.

Chapter 28

Growing Interest in IHRM: This section seeks to justify the increasing interest evinced in IHRM in the recent past. For one thing, globalisation has resulted in mushrooming of MNCs across the globe necessitating movement of human resource among countries. MNCs have realised that competitive edge comes mainly from human resource. These and other developments have been highlighted in this section.

HCN Training: Generally, cross cultural training for expatriates is greatly emphasised upon in the discussion on training in international businesses. While overseas assignees deserve training, host country nationals (HCNs) cannot be ignored. This section focuses on training of HCNs.

Benefits from Returnees: Returnees are the expatriates who return to their home country after completing their foreign assignments. Such returnes are highly useful to organisations. They have acquired multicultural skills, wide exposure, and carry the aura of 'foreign returned' and 'widely travelled'. This section highlights the benefits from returnees and challenges confronted while handling them.

Multiculturalism: IHR professionals need to be multiculturalists. Towards this, they need to acquire knowledge about different cultures, display sensitivity to other cultures, and cultivate cosmopolitan outlook and attitudes. This section offers explanation on the benefits of multiculturalism and provides some guidelines to become cosmopolitan managers. The famous Hofstede's cultural dimensions are also covered in this section.

Acknowledgements

I have the honour of authoring a few books on different subjects which have been accepted well by readers. But **Human Resource Management** occupies a special place in my heart. The book has made me a better learner, a better teacher and a better practioner. I hope the readers will entertain similar sentiments about the book after reading it.

K Aswathappa
dr_k_aswathappa@yahoo.com

PREFACE TO THE FIRST EDITION

Indian industry is waking up to the challenges thrown in by market economy. To survive in this highly competitive scenario, managers are being pressured to improve quality, increase productivity, cut down waste and eliminate inefficiency. The collective efforts of the employer and the employee assume relevance in this context. And this is where human resource management can play a crucial role.

This book on *Human Resource and Personnel Management* is a modest but sincere attempt towards the understanding of human resource in its proper perspective. The contents have been logically divided into six sections to enable the reader comprehend thoroughly the vital aspects and applications of the various principles of human resource management. The sections are: (1) Nature of human resource management, (2) Employee hiring, (3) Employee and executive remuneration, (4) Employee motivation, (5) Employee maintenance, (6) Industrial relations. The text is replete with illustrations, examples and anecdotes drawn from the contemporary business world. In all, the book provides a refreshing and rewarding insight into all that a reader wants to know about management of human resources.

Finally, a request to the readers to express their views as well as their suggestions for improvement of the book.

K ASWATHAPPA

CHAPTER 2

Context of Human Resource Management

LEARNING OBJECTIVES

After reading this chapter you should be able to:

- identify the environmental factors that have a bearing on HRM
- describe each environmental factor and its impact on HR functions

Opening Case

DRAMATIS PERSONAE

1. The Relentless Politician

Netaji is a young and ambitious college dropout who has made a name for himself in his state— one of the BIMARU States—in the past 7–8 years through a variety of actions, fair and foul. At the moment he is an ex-MLA, having come pretty close to being made a Minister in the previous government in which his party was a coalition partner. Though he suffered an ignominious defeat in the last Assembly elections, nothing

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Case Studies

In order to understand the real world issues in HR, case studies have been provided at the beginning and end of each chapter. These cases center on live examples observed by the author personally or have been narrated to him by HR practitioners.

Selecting Human Resources   199

Closing Case

Prejudices in Workplaces: Real or Perceived?

Manjula Srivastav had been head of marketing for the last four years at Blue Chips, a computer products firm. The company's turnover had increased by two-and-a-half times during the period and its market share in a number of products had also moved up marginally. What was creditable was that all this had happened in an environment in which computer prices had been crashing.

Although she had a talent for striking an instant rapport with people—particularly with the company's dealers—Srivastav often found herself battling against odds, as she perceived it, as far as her relationships with her subordinates and peers in the company were concerned. Srivastav had to fight male prejudice all the way. She found it unfair that she had to prove herself regularly at work and she used to make her displeasure on that score quite obvious to everyone.

Six months ago, Blue Chips had been taken over by an industrial group which had a diversity of business interests and was, more importantly, flush with funds. The change of ownership had led to a replacement of the managing director, but it had not affected the existing core management team. Anand Prakash, the new managing director, had his priorities clear. "Blue Chips will go international," he had declared in the first executive committee meeting, "and exports will be our first concern."

Prakash had also brought in Harish Naik as his executive assistant with special responsibility for exports. Naik had been seconded to Srivastav for five weeks as a part of a familiarisation programme. Much to her surprise, he had been appointed, within two months, as the vice president (exports), with compensation and perks higher than her own. Srivastav had made a formal protest to Prakash who had assured her that he was aware of her good work in the company and that she would have an appropriate role once the restructuring plan he was already working on would be put into effect.

One morning, as she entered the office and switched on her workstation, a message flashed on her screen. It was from Prakash. "Want to see you sometime today regarding restructuring. Will 2.30 be convenient?" it went.

Later at his office, Prakash had come straight to the point. He wanted to create a new post called general manager (public affairs) in the company. "With your excellent background in customer relations and connections with the dealer network, you are the ideal material for the job," he said, "and I am offering it to you." Srivastav was quick to react. "There is very little I can contribute in that kind of job," she said. "I was in fact expecting to be promoted as vice president (home marketing)." Prakash said that the entire gamut of marketing functions would be looked after by Naik who would have boardroom responsibility for both domestic and export sales. "If you continue in marketing, you will have to be reporting to Naik which I thought may not be fair to you. In any case, we need someone who is strong in marketing to handle public affairs. Let me assure you that the new post I am offering will in no way diminish your importance in the company. You will in fact be reporting to me directly."

Pause and Ponder

A new feature of this edition called **Pause and Ponder** throws challenging questions to the reader to apply his mind to and to discuss among colleagues.

Analyzing Work and Designing Jobs   105

NATURE OF JOB ANALYSIS

Before describing the nature of job analysis, it is useful to understand the meaning of job itself. A job is a bundle of related tasks. Vetting the CV of a job seeker is a task. The whole lot of tasks relating to recruitment (See Chapter 6 for details) constitutes a job.

Job analysis is the process of collecting job related information. Such information helps in the preparation of job description and job specification.

A synonym for job is work. Work is understood as physical and mental activity that is carried out at a particular place and time, according to instructions, in return for money. Monetary consideration is crucial in determining whether or not an activity is really a work. If the house-wife herself mopps and moves, it is not work, as she is not doing that for money. But, if a servant is appointed and paid money for doing the household chores, it becomes work.

As with work, job also carries monetary consideration though not made explicit in the meaning given above. The job-incumbent attends to all the allied tasks for wages or salaries. His or her motivation, performance, and loyalty depend on how much he or she is paid at the end of a month.

? Pause and Ponder

Why do people like jobs but hate work?

Job or work transcends beyond related tasks and the money they carry. Work has two broad perspectives: sociological and psychological. The **psychological** perspective looks at the individual behaviour; a large body of literature covering the discipline of organisational behaviour. More specifically, psychological dimension of work is concerned with managerial problems of learning, attitudes, perception, motivation and job satisfaction. The **sociological** dimension of work is concerned with the broader contextual and structural factors affecting people's experience of work. At the core of the sociological perspective are such managerial issues as leadership, communication, power and politics, division of labour, and group dynamics.

The nature of the work and how managers organise work is a critical element affecting human resource activities. Before discussing design and organisation of work, it is desirable that we know job analysis—the tool for collecting job related data.

Job analysis refers to the process of collecting information about a job. The process of job analysis results in two sets of data: (i) Job description, and (ii) Job specification (Fig. 5.1 brings out the distinction between the two by-products more clearly).

Job description, as shown in Fig. 5.1 indicates what all a job involves—tasks and responsibilities taged on to a job. Job title, duties, machines, tools and equipment, working conditions and hazards form part of job description.

The capabilities that the job-holder should possess form part of job specification. Education, experience, training, judgement, skills, communication skills and the like are a part of job specification.

What is important is that there should be fit between job demands (job description) and abilities required to discharge the tasks (job specification). Any mismatch is likely to result in job dissatisfaction that carries dysfunctional consequences like low productivity, absenteeism and turnover.

JOB ANALYSIS AND COMPETITIVE ADVANTAGE

As will be explained later, job analysis has its impact on all functions of HRM. Job analysis, if properly done, will enhance the effectiveness of all HR activities. Specifically, job analysis benefits an organisation in the following ways:

Walkthrough

Margin Notes

These notes on the text margins are brief summaries or definitions of important concepts and key terms. These would enable the readers to reinforce their learning.

Exhibits

Exhibits and Examples reflecting HR practices in the Indian corporate sector have been provided within the chapters.

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his or her superior. The method is primarily used for making promotional decisions at the managerial level. Field reviews are also useful when comparable information is needed from employees in different units or locations. Two disadvantages of this method are:

1. An "outsider" is usually not familiar with conditions in an employee's work environment which may affect the employee's ability or motivation to perform.
2. An "outsider" review does not have the opportunity to observe employee behaviour of performance over a period of time and in a variety of situations, but only in an artificially structured interview situation which extends over a very short period of time.

Raters making field reviews normally receive training on how to conduct the interview and develop their writing skills. Being independent of the work scene, they normally have less bias for or against the ratee than does the immediate supervisor. Even when a supervisor or others concerned supply biased information, the rater may be able to pinpoint areas requiring training and development assistance.

The field review method is an appraisal by someone outside the assessee's own department, usually from corporate office or the HR department.

Performance Tests and Observations With a limited number of jobs, employee assessment may be based upon a test of knowledge or skills. The test may be of the paper-and-pencil variety or an actual demonstration of skills. The test must be reliable and validated to be useful. Even then, performance tests are apt to measure potential more than actual performance. In order for the test to be job related, observations should be made under circumstances likely to be encountered. Practicality may suffer if costs of test development or administration are high.

Confidential Records Confidential records are maintained mostly in government departments, though its application in the industry is not ruled out. A typical Confidential Report (ACR) shall have 14 items—(i) attendance, (ii) self-expression (written or oral), (iii) ability to work with others, (iv) leadership, (v) initiative, (vi) technical ability (job knowledge), (vii) ability to understand new material, (viii) ability to reason, (ix) originality and resourcefulness, (x) areas of work that suits the person best, (xi) judgement, (xii) responsibility, and, (xiv) and indebtedness, memo served, etc. Twelve of these may be filled on a four-point grade scale (Excellent, Good, Fair and Poor). For integrity, there shall special instructions from the management. Justification is required for outstanding or poor rating. Overall rating on a five point scale may be separately given (Outstanding, Very good, Good, Average, Poor), again with justification for rating as outstanding or poor. Recommendations for promotion may be also given. The ACR to contain recommendations and signature of the rater, the head of the department and the CMD.

The confidential reports, as the name itself suggests, are highly secretive. As such they have no relevance now.

Confidential records are maintained mostly in government departments, though its application in the industry is not ruled out.

Essay Method In the essay method, the rater must describe the employee within a number of broad categories, such as (i) the rater's overall impression of the employee's performance, (ii) the promotability of the employee, (iii) the jobs that the employee is now able to or qualified to perform, (iv) the strengths and weaknesses of the employee, and (v) the training and the development assistance required by the employee. Although this method may be used independently, it is most frequently found in combination with others. It is extremely useful in filing information gaps about the employees that often occur in the better structured checklist method.

The strength of the essay method depends on the writing skills and analytical ability of the rater. However, many raters do not have good writing skills. They become confused about what to say, how much they should state and the depth of the narrative. The essay method can consume much time because the rater

Essay method is extremely useful in filing information gaps about the employees that often occur in the better structured checklist method.

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5. **Need for supervision** The degree to which a job performer can carry out a job function without either having to request supervisory assistance or requiring supervisory intervention to prevent an adverse outcome.

6. **Interpersonal impact** The degree to which a performer promotes feeling of self-esteem, goodwill and co-operation among co-workers and subordinates.

7. **Community service** Firms are increasingly emphasising on employees' community involvement. This is particularly true in educational institutions. One of the criteria for accreditation by National Assessment and Accreditation Council (NAAC) of any college or university is the involvement of staff in social activities.

Mind Tree Consulting has a system in place where social activities are considered in assessing employee performance. Every employee in the company is evaluated on 100 points. While 60 of these come from his or her job performance, 40 points are given to how an employee's rating with respect to CLASS (caring, learning, achieving, sharing, and social consciences). Employees fill a self appraisal form and demonstrate through anecdotes and personal experiences how they have acted on some of the values.

These criteria relate to past performance and behaviour of an employee. There is also the need for assessing, as was pointed out earlier, the potential of an employee for future performance (particularly when the employee is tipped for assuming greater responsibilities. (Read Exhibit 10.3 for an illustration of assessing potentials).

Exhibit 10.3 Appraisal of Potential at Philips

More and more number of organisations are trying to assess potential of their employees, particularly at the managerial level. Cadbury India, Sandoz, Pfizer, Mafatlal, Philips, National Organic Chemical Industries, Glaxo and P&G are a few of the companies which seek to tap managerial potential.

At Philips a two-by-two matrix is used to assess performance and potential to perform. The vertical axis measures potential while the horizontal, actual performance (see Fig. 10.6). Both are further subdivided into parameters—high and low—resulting in four quadrants of classification.

Low potential-low performance. These employees are categorised as question marks. Such employees to improve their performance levels. Failure to improve performance would result in their planned separation.

High potential-low performance. These are the problem children. In order to help them improve their performance, these employees are shifted to new locations to work and are closely monitored. If performance levels do not improve, these employees are reclassified as question marks and the separation process initiated.

High potential-high performance. These are the star performers. They have to be kept engaged with complex assignments all the time and groomed to take up the top positions. Otherwise they might leave.

Low potential-high performance. These are called solid citizens and constitute 70 to 75 per cent of the total number of employees in any organisation. They have skills but lack the potential to grow beyond their current job profile. The organisation has to constantly recognise their limitations and take care of their needs.

In order to assess employee potential, Philips has adopted the system that prevails at Philips NV, Holland. The system at Philips NV, uses four broad attributes—conceptual effectiveness, operational effectiveness, interpersonal effectiveness and achievement motivation. Each attribute has a five-point grading scale—excellent, very good, good/adequate, weak and insufficient.

While his final grade is based on what Philips has shared understanding, the employee is also appraised by the management development review team, which consists of the functional heads with whom the appraisee has close interaction in the normal course of his/her job.

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K Aswathappa
Dean, Academics, Acharya Institute of Management
and Sciences, Bangalore

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Online Supplement

The book has a web supplement (*http://www.mhhe.com/aswathappa-hrm*). Among the features listed in this supplement include power point presentations, answers to review and discussion questions, objective type questions with answers, tips to chapter end case questions, group exercises, HR newsroom, and hot updates.

Key Terms

Key terms represent important concepts culled out from a chapter. These terms help reader recollect contents of the chapter.

Review Questions

The Review Questions given at the end of each chapter would help in gauging the depth of understanding of the subject. The answers for review questions could be found in the text itself.

Discussion Questions

Discussion questions take the reader beyond the book. They make the reader think, reason out and apply. Answering these questions will be a rewarding experience.

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HRM AND ENVIRONMENT SCANNING

The HR department is in the best position to scan the environment for human-resources and labour-market issues. As Fig. 2.2 shows, an HR department obtains environmental information and feeds it to key decision makers. In fact, the department may play a major role in making the decision. The department also has the responsibility of obtaining internal organisational information for consideration by strategic decision makers. But the role of the HR department is confined to a *boundary spanning role* in that it helps link the organisation to its environment through environmental scanning.

SUMMARY

The environment of HRM comprises both external as well as internal forces which have their impact on the practitioners of the profession. The external environment includes political-legal, economic, technological and cultural factors. The internal environment consists of unions, organisational culture and conflict, and professionalism. The study of the environment enables HR experts to become proactive in their approach to personnel aspects.

KEY TERMS

Achievement needs   Organisational culture
Equifinality   Proactive actors
HRM environment   Social amalgam

REVIEW QUESTIONS

1. What do you understand by HRM environment? Why is the study of HRM environment useful for HR managers?
2. Outline the impact of political-legal, economic, cultural and technological factors on HR function.
3. How do trade unions, organisational culture and conflict, and HR professional bodies influence an HR department?

DISCUSSION QUESTIONS

1. Discuss HRM and its environment with suitable illustrations.
2. Name an organisation with which you are familiar. How is its culture different from the organisational culture discussed in this chapter?
3. Describe how a proactive HR department would cope with the entry of MNCs.
4. What is the purpose of a code of ethics, such as the one suggested by NIPM? Can you suggest any deletion/addition to the code?
5. How can the role of NIPM be made more effective?
6. Going back to the opening case, what would you do if you were the CEO?

Walkthrough

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Bibliography and Web Resources

A comprehensive Bibliography has been provided at the end of the book. This section would also give details on Web Addresses that could give more information on various topics discussed in the book.

Subject Index

Index

Two comprehensive indices *(i) Subject*, and *(ii) Name and Organisation* would aid the readers in locating the entries in the right context in an accurate manner.