

CONTENTS

UNIT I

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT	1.1 - 1.26
1.1. Introduction to HRM	1.1
1.1.1. Definition of Human Resource Management (HRM)	1.1
1.1.2. Principles of Human Resource Management	1.2
1.1.3. Functions of Human Resource Management	1.2
1.1.4. Purpose of Human Resource Management (HRM)	1.3
1.1.5. Elements of Human Resource Management (HRM)	1.4
1.2. Importance of Human Resources	1.6
1.2.1. Objectives of HRM	1.10
1.3. Human Resource Policies	1.12
1.3.1. Key Elements for HR Policies	1.14
1.3.2. Advantages of HR Policies	1.15
1.3.3. HR Policies & Compliance	1.15
1.3.4. Trending HR Policies	1.18
1.3.5. Supporting HR Policies with HR Software	1.21
1.3.6. Functions of HR Policies	1.22
1.3.7. Important to HR Policies	1.22
1.4. Human Resources Manager	1.23
1.4.1. Role of Human Resources Manager	1.24
1.4.2. Responsibilities of an HR Manager	1.25
Part - A [Two Marks Questions with Answers]	1.26
Part - B [13 Marks Questions]	1.26

UNIT II

HUMAN RESOURCE PLANNING	2.1 - 2.42
2.1. Human Resource Planning	2.1

2.1.1. Uses of Human Resource Planning (HRP)	2.1
2.1.2. Challenges of Human Resource Planning (HRP)	2.2
2.1.3. Steps to Human Resource Planning (HRP).....	2.2
2.1.4. Process of Human Resource Planning	2.3
2.1.5. Factors of Human Resource Planning.....	2.4
2.1.6. Advantages and Disadvantages of Human Resource Planning.....	2.4
2.1.7. Difference between Human Resource Management and Human Resource Planning	2.5
2.1.8. Manpower Planning vs Human Resource Planning.....	2.6
2.1.9. Objectives of Human Resource Planning.....	2.6
2.1.10. Features of Human Resource Planning	2.7
2.1.11. Crucial of Human Resources Planning	2.7
2.1.12. Challenges of Human Resource Planning.....	2.8
2.2. Importance of Human Resource Planning	2.8
2.3. Internal and External Resources of Human Sources	2.11
2.4. Recruitment.....	2.12
2.4.1. Types of Recruiting.....	2.12
2.4.2. Effective Recruiting	2.13
2.4.3. Recruitment Process.....	2.14
2.4.4. Sources of Recruitment	2.15
2.4.5. External Sources of Recruitment	2.16
2.4.6. Characteristics of External Sources	2.16
2.4.7. Steps in Recruitment	2.17
2.5. Selection	2.19
2.5.1. Difference between Recruitment and Selection	2.20
2.5.2. Importance of Selection	2.20
2.5.3. Advantages of Selection.....	2.21
2.5.4. Selection Process and Steps	2.21
2.5.5. Need for selection	2.24
2.5.6. Important Qualities of Selection Instrument (Validity and Reliability)	2.25

2.5.7. Factors Affecting the Process of Selection	2.27
2.5.8. Process of getting Potential Employees	2.28
2.5.9. Selection Process Involves choosing between Applicants for jobs and Eliminating unsuitable Applicants	2.28
2.5.10. Selection Tests	2.30
2.5.11. Steps followed while Selecting its Employees.....	2.33
2.5.12. Traditional Methods for Personnel Selection:.....	2.36
2.5.13. Important Function of the Management (with Benefits of Selection).....	2.37
2.5.14. Types of Errors (Selection Errors and Omission Errors)	2.38
2.5.15. Recent Trends Emerging in Selection Techniques	2.39
2.6. Specialisation.....	2.40
2.6.1. Types of Human Resources Specializations	2.40
Part - A [Two Marks Questions with Answers]	2.41
Part - B [13 Marks Questions]	2.42

UNIT III

TRAINING AND EXECUTIVE DEVELOPMENT

3.1 - 3.29

3.1. Training and Executive Development.....	3.1
3.1.1. History of Training and Development	3.1
3.1.2. Definition of Training and Development.....	3.1
3.1.3. Trends in Training and Development.....	3.2
3.1.4. Purpose of Training and Development in HRM	3.3
3.1.5. Role of HR in Training and Development	3.3
3.1.6. Processes in Training and Development	3.4
3.1.7. Relation and Difference between Training and Development	3.5
3.1.8. Advantages of Training and Development.....	3.6
3.1.9. Disadvantages of Training and Development	3.6
3.1.10. Need of Training and Development	3.6
3.1.11. Importance of Training and Development	3.7
3.1.12. Objective of Training & Development.....	3.7

3.1.13. Types of Training and Development.....	3.8
3.1.14. Benefits of Training and Development in HRM.....	3.8
3.2. Executive Development	3.10
3.2.1. Definitions of Executive Development.....	3.10
3.2.2. Executive Development - Concept.....	3.10
3.2.3. Need or purpose for Executive Development	3.11
3.2.4. Objectives of Executive Development.....	3.12
3.2.5. Importance of Executive Development.....	3.14
3.2.6. Factors Influencing Executive Development	3.16
3.2.7. Types of Training and Executive Development Methods.....	3.16
3.2.8. Levels of Executive Development	3.22
3.3. Process of Executive Development	3.23
3.3.1. Stage of Executive Development Process.....	3.23
3.3.2. Steps of Executive Development Process	3.25
3.3.3. Main Principles of Executive Development.....	3.26
3.3.4. Obstacles of Executive Development	3.26
3.3.5. Benefits of Executive Development.....	3.27
Part - A [Two Marks Questions with Answers]	3.28
Part - B [13 Marks questions]	3.29

UNIT IV

EMPLOYEE COMPENSATION

4.1 - 4.50

4.1. Employee Compensation.....	4.1
4.1.1. Total Compensation	4.1
4.1.2. Types of Employee Compensation	4.1
4.1.3. Benefits of Employee Compensation.....	4.2
4.1.4. Components of Employee Compensation	4.7
4.1.5. Differences between Compensation and Benefits.....	4.9
4.2. Compensation Plan.....	4.9
4.2.1. Different types of Compensation Plan	4.10
4.2.2. Create and implement a competitive compensation plan.....	4.11

4.2.3. Features of an Effective Compensation Plan	4.13
4.2.4. Factors Influencing Compensation Plan	4.15
4.2.5. Steps in Designing a Compensation Plan.....	4.18
4.2.6. Compensation Plan - Trends in Compensation Management	4.20
4.2.7. Compensation Plan Improve Company Culture.....	4.22
4.2.8. HRMS help with Compensation Planning	4.22
4.3. Reward.....	4.23
4.3.1. Creating an Employee Reward Scheme	4.24
4.3.2. Components of a Reward	4.24
4.3.3. Employee Reward Ideas.....	4.25
4.3.4. Evaluating Reward Effectiveness	4.25
4.3.5. Different Types of Reward.....	4.26
4.3.6. Planning for good Reward System.....	4.27
4.3.7. Benefits of Reward.....	4.27
4.4. Motivation	4.29
4.4.1. Importance of Motivation	4.30
4.4.2. Types of Motivation.....	4.30
4.4.3. Factors Influencing Motivation.....	4.32
4.4.4. Advantages of Motivation.....	4.34
4.4.5. Disadvantages of Motivation	4.34
4.4.6. Process of Motivation	4.35
4.4.7. Features of Motivation	4.36
4.4.8. Importance of Motivation	4.36
4.4.9. Employee Motivation.....	4.37
4.4.10. Employee Motivation theories	4.37
4.4.11. Importance of Employee Motivation	4.38
4.4.12. Benefits of Employee Motivation	4.38
4.4.13. Factors that impact Employee Motivation	4.39
4.4.14. Different ways to Motivate Employees.....	4.40
4.5. Career Development.....	4.41
4.5.1. Steps of Career Development.....	4.42

4.5.2. Importance of Career Development	4.42
4.5.3. Strategies for Career Development	4.43
4.6. Mentor	4.43
4.6.1. Characteristics of Mentoring.....	4.43
4.6.2. Importance of Mentoring	4.44
4.6.3. Objectives of Mentoring	4.45
4.6.4. Types of Mentoring.....	4.45
4.6.5. Skills and Activities of Mentoring	4.46
4.6.6. Development through Mentoring.....	4.47
4.7. Mentor - Protege relationships	4.48
4.7.1. Requirements for effective mentor - Protégé Relationship	4.48
Part - A [Two Marks Questions with Answers]	4.49
Part - B [13 Marks Questions]	4.50

UNIT V

PERFORMANCE EVALUATION AND CONTROL

5.1 - 5.53

5.1. Performance Evaluation.....	5.1
5.1.1. Purpose of Performance Evaluation.....	5.1
5.1.2. Benefits of Employee Performance Evaluation	5.2
5.1.3. Performance Evaluation Methods.....	5.3
5.1.4. Steps of the Performance Evaluation Process	5.9
5.1.5. Online Surveys for Performance Evaluation.....	5.11
5.1.6. Characteristics of an Effective Performance Evaluation.....	5.12
5.1.7. Objectives of Performance Evaluation / Appraisal	5.14
5.1.8. Uses of Performance Evaluation / Appraisal	5.14
5.1.9. Benefits of Performance Evaluation	5.16
5.1.10. Disadvantages or Limitations of Performance Evaluation.....	5.17
5.1.11. Responsibility for Conducting Performance Evaluation.....	5.18
5.1.12. Criteria for Performance Evaluation	5.20
5.1.13. Guidelines for Effective Performance Evaluation	5.21
5.2. Control Process	5.21
5.2.1. Steps Involved in Control Process	5.22

5.2.2. Types of Control	5.23
5.2.3. Features of Controlling	5.24
5.2.4. Advantages of Controlling	5.24
5.2.5. Disadvantage of Controlling	5.24
5.2.6. Importance of Controlling.....	5.24
5.2.7. Characteristics of Control	5.25
5.2.8. Methods of Control Process	5.26
5.3. Grievances	5.30
5.3.1. Types of Employee Grievances:	5.30
5.3.2. Effectiveness Employee Grievances:	5.32
5.3.3. Characteristics of Grievances.....	5.32
5.3.4. Features of Grievance	5.33
5.3.5. Identification of Grievances.....	5.33
5.3.6. Handling of Grievance	5.34
5.3.7. Steps in Grievance Handling.....	5.36
5.3.8. Benefits of Grievance Handling.....	5.37
5.4. Causes of Grievances.....	5.38
5.4.1. Effects of Grievance.....	5.40
5.5. Grievance Redressal System	5.42
5.5.1. Essentials of a Good Grievance Redressal System:	5.42
5.5.2. Guidelines are from Constitution of the Grievance Committee.....	5.45
5.5.3. Features of the Grievance Redressal System	5.45
5.5.4. Grievance Redressal Procedure in India	5.47
5.5.5. Need for a Grievance Procedure	5.48
5.5.6. Purpose of Grievance Redressal Procedure	5.49
5.5.7. Benefits of Grievance Procedure	5.50
5.5.8. Pre-Requisites of Grievance.....	5.50
5.5.9. Emerging Area of Employee Grievance	5.51
Part - A [Two Marks Questions with Answers]	5.52
Part - B [13 Marks Questions]	5.53
Model Question Papers	MQ.1 - MQ.6