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# Personnel and Human Resource Management

**P. Subba Rao**



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# PERSONNEL AND HUMAN RESOURCE MANAGEMENT



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**To  
The Lotus  
Feet of  
Goddess  
Sri Sarada Devi**

## Preface to the Fifth Edition

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Intensified competition among domestic private and public sector companies and multinational companies consequent upon globalisation, economic boom and recessionary conditions along with the changed demographic factors like increase in women employees, aging populations, shortage of talented employees and adapted mindset and attitude of the people brought paradigm shifts in organisational and competitive strategies. Different competitive strategies need distinctive techniques of human resource management. In fact, effective strategy implementation depends on the strategic human resource management. Thus, appropriate human resource management assumes greater significance after globalisation and consequent economic boom and recession. Now, most of the organisations recognised the emerging vitality of appropriate human resource management based on organisational strategies and placed human resource issues at strategic level in the organisational hierarchy.

The overwhelming response from the Students, Lecturers, Professors and Heads of various Business Schools and Human Resource Management Departments/Divisions of various universities in India, Papua New Guinea and other countries to the earlier editions of my book on ***“Personnel and Human Resource Management”*** inspired me and my publishers to bring this revised edition. In fact, the students’ community across India, Papua New Guinea and other developing countries persuaded me to revise this book as soon as possible in view of the student-friendly approach, wide coverage, comprehensive treatment and lucid language presentation followed in the earlier editions.

This book is endowed with latest information, developments and data on human resource issues and decision-making in multiple modes like updated text, boxes, figures, tables, exhibits and cases.

Many students particularly from Executive MBA students and HRM students of the School of Business Administration, UPNG, Papua New Guinea and students from other universities across the developing countries provided online feedback as well as persuaded me to bring this edition. I immensely thank them for their support and encouragement. I am grateful to the teachers who provided to me the comments for upgrading the book. Particularly, I would like to express my gratitude to Prof. Albert C. Mellam, Vice-Chancellor, University of Papua New Guinea, Papua New Guinea and Prof. M. Gangadhara Rao, my teacher and the former Vice-Chancellor, GITAM University.

Mr. Niraj Pandey, Mrs. Ujjwala Pandey, Mr. Anuj Pandey, Mr. Vijay Pandey, and Ms. Nimisha of Himalaya Publishing House Pvt. Ltd. have provided immense support in bringing this revised edition. I thank all of them immensely.

My wife Mrs. Pulapa Rama Devi, was put in inconvenience during the period of writing this book. I express my gratitude to her.

I request the students, teachers and other readers to write to me with their comments and suggestions via e-mail.

Port Moresby, Papua New Guinea  
12<sup>th</sup> April 2014

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## Preface to the Fourth Edition

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Globalisation and information technology along with changed priorities and attributed value additions of business houses and individual employees brought significant changes in the human resource policies and practices. In addition, several changes have taken place in the practices of human resource management in Indian organisations due to the recent economic recession across the globe. In addition, the overwhelming response of the students and faculty to the third edition of this book inspired me to revise and bring out the fourth revised edition.

The current edition is characterised by the additions in the following chapters:

- Chapter 2: Environmental Analysis
- Chapter 3: Team Analysis and Flexible Job Environment
- Chapter 8: Strategic Approach to Performance Management
- Chapter 9: Audiovisual Methods and E-Training
- Chapter 16: Sixth Pay Commission
- Chapter 25: Employers' Organisations
- Chapter 26: Employee Counselling and Mentoring
- Chapter 28: Recent Industrial Conflicts
- Chapter 29: Co-determination
- Chapter 33: Employer's Brand, Competency Mapping, HR Matrix, BPO-HR Issues

Many students particularly from Business Schools in India and Papua New Guinea provided me an opportunity to revise this book. I immensely thank them for their support and encouragement. I am grateful to the teachers who provided to me the comments for upgrading the book. Particularly, I would like to express my gratitude to the University of Papua New Guinea (UPNG) and Sri Krishnadevaraya University, India for providing me an opportunity to revise this book. My special thanks are due to Prof. Albert C. Mellam, Executive Dean, School of Business Administration, University of Papua New Guinea, Papua New Guinea and Prof M. Gangadhara Rao, my teacher and the Vice-Chancellor, GITAM University, India.

Mr. Niraj Pandey, Mrs. Ujjwala Pandey, Mr. Anuj Pandey, Mr. Vijay Pandey, Mr. Krishna Poojari, Mr. S.K. Patil, Mrs. Ivy Lewis, Mr. F. Lewis, Ms. Poopathi, Ms. Nimisha and Ms. Kalpana of Himalaya Publishing House have provided immense support in bringing this revised edition. I thank all of them immensely.

My wife Mrs. Pulapa Rama Devi, daughter Hima Bindu and son Tej Kumar were put in inconvenience during the period of revising this book. I express my gratitude to them.

I request the students, teachers and other readers to write to me with their comments and suggestions via e-mail.

Port Moresby, Papua New Guinea  
21<sup>st</sup> December 2008

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