

An Introduction to Human Resource Management



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**AN INTRODUCTION TO
HUMAN RESOURCE MANAGEMENT**



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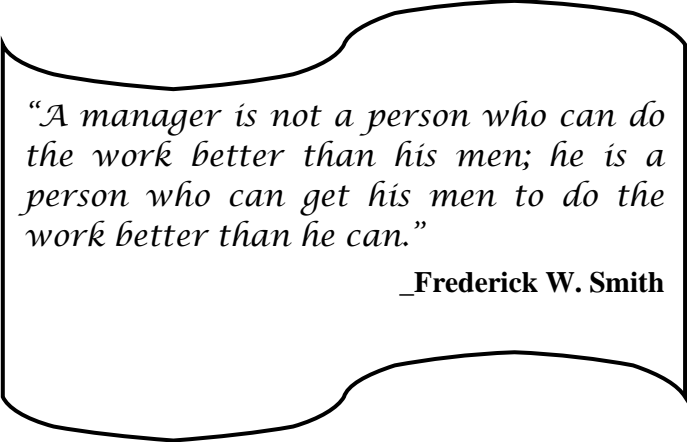
This is a work of Fiction. The characters, places, organisations and events described in this book are either a work of author's imagination or have been used fictitiously. Any resemblance to people, living or dead, places, events, communities or organisations is purely coincidental.

**Dedicated
To
My Janani
Dr. Amrita Dutta**

Principal, Netaji Nagar College,
Kolkata, West Bengal, India

By
Amit Adhikari





“A manager is not a person who can do the work better than his men; he is a person who can get his men to do the work better than he can.”

Frederick W. Smith

Professor (Dr.) Asis Kumar Dandapat
Principal,
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FOREWORD

It is with great pleasure and enthusiasm that I write the foreword for this exceptional book, **“An Introduction to Human Resource Management”** authored by **Mr. Amit Adhikari, Prof. (Dr.) Jayanta Kumar Mete, Prof. (Dr.) Santanu Biswas, Dr. Partha Sarathi Nandi.** This comprehensive and insightful work delves into the core principles that govern the field of Human Resource Management (HRM) and offers valuable guidance to both aspiring HR professionals and seasoned practitioners. With a collective wealth of experience, the authors take us on a journey through the intricacies of HR management, offering a deep understanding of the vital role played by human resources in shaping an organization’s success. Throughout the pages, they explore critical topics such as talent acquisition, employee development, performance appraisal, and employee engagement, highlighting the importance of aligning HR practices with business objectives. The book emphasizes the significance of fostering a positive organizational culture that fosters innovation, collaboration, and employee well-being. Drawing on real-world examples and case studies, the authors showcase how effective HR practices have driven growth and productivity across diverse industries. What sets this book apart is its practical approach, providing actionable advice and tools to implement best practices in HR management. It equips readers with the necessary skills to tackle contemporary HR challenges, such as navigating through digital transformations and remote workforce management. The authors underscore the crucial role of leadership in shaping HR strategies, promoting inclusivity, diversity, and ethical decision-making. Their insights into the evolving landscape of HR technology and its impact on HR functions are particularly enlightening. As a reader, you’ll find this book to be a valuable resource, not only for expanding your knowledge but also for honing your HR

skills to become a strategic partner within your organization. It offers valuable lessons for building strong employee relations, fostering a culture of continuous learning, and driving organizational performance.

The “**An Introduction to Human Resource Management**” stands as a beacon of knowledge and guidance for HR professionals, business leaders, and students alike. Its blend of academic rigor and real-world applicability makes it a must-read for anyone seeking to excel in the ever-evolving field of human resources. Congratulations to the authors for their outstanding contribution to the HR community.

Asis Kumar Dandapat

Professor (Dr.) Asis Kumar Dandapat

Principal

Hijli College, Kharagpur

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West Bengal, India

Date: 12.01.2024

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PREFACE

Welcome to the world of management, where the success of any organization rests upon the shoulders of its human resources. In this book, we delve into the various aspects of Human Resource Management (HRM) and provide a comprehensive understanding of its key components. Whether you are a seasoned HR professional or a budding manager looking to enhance your skills, this book will serve as your guide to navigating the complexities of managing people in the workplace.

Unit 1: Human Resource Management: The first unit sets the foundation for our exploration of HRM. We will examine the evolution of HRM and its strategic role in organizations. You will gain insights into the key functions of HRM, including workforce planning, job design, performance management, and employee relations. Understanding the core principles of HRM is crucial for effectively managing the human capital of any organization.

Unit 2: Human Resource Planning & Job Analysis: In the second unit, we delve into the crucial aspects of HR planning and job analysis. You will learn how to align HR strategies with organizational goals, forecast future staffing needs, and conduct job analyses to understand the requirements and responsibilities of each position. These skills are essential for designing effective recruitment and selection processes.

Unit 3: Recruitment & Selection: Recruitment and selection are vital processes in HRM, and in the third unit, we explore the strategies, methods, and techniques used to attract and choose the best candidates for an organization. We discuss job advertisements, sourcing channels, screening techniques, interviews, and assessment centers, among other aspects. Effective recruitment and selection practices ensure that organizations have the right people in the right positions.

Unit 4: Placement and Induction: Once the right candidates are selected, it is crucial to effectively place them in their roles and provide a smooth transition into the organization. In the fourth unit, we focus on the onboarding process, which includes orientation, induction, and assimilation. You will learn about the importance of a well-designed onboarding program to facilitate employee integration, engagement, and productivity.

Unit 5: Training: Continual learning and development are essential for both individual and organizational growth. In the final unit, we explore the various aspects of training and development, including needs assessment, designing training programs, delivery methods, and evaluating training effectiveness. We also delve into the importance of employee engagement and motivation in creating a learning culture within an organization.

Throughout this book, we will provide real-world examples, case studies, and practical tips to help you apply the concepts and theories to your own organizational context. Our aim is to equip you with the knowledge and skills necessary to excel in the field of HRM and make a positive impact on the people and the organizations you serve.

We hope you find this book informative, engaging, and thought-provoking. Whether you are a student, a practitioner or simply curious about HRM, we invite you to embark on this journey with us.

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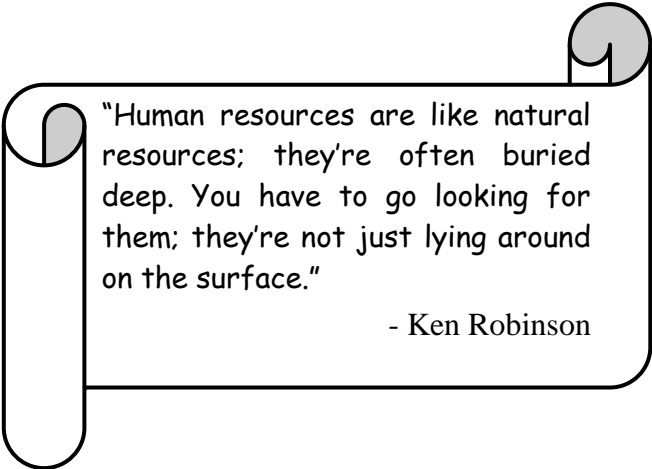
At the outset, our deep gratitude to the almighty for his blessings throughout our work. We wish to express our sincere gratitude to **Prof. (Dr.) Asis Kumar Dandapat, Principal, Hijli College, Kharagpur, West Bengal, India** for providing us an opportunity to carry out our text book work. Our sincere thanks to the expert **Dr. Amit Kumar Pandey, Registrar, RKDF University, Ranchi, Jharkhand, India** or giving us her expert guidance, constant motivation, and supervision. We are grateful for all her support and time without which it would have been difficult to complete this work. We would like to thanks **Mr. Lalkrishna Khanra, Associate Professor, HOD, Dept of Education, Mahishadal Girls College, Mahishadal, Purba Medinipur, West Bengal, India, Dr. Ashis Kumar Gupta, Principal, Sevayatan Sikshan Mahavidyalaya, Jhargram, West Bengal, India.** We extend our thanks to the participants of our text book work for their kind co-operation, time, and support. Without their co-operation this work would have not seen the light of the day.

Our sincere thanks to **Dr. Amrita Dutta, Principal, Netaji Nagar College, Kolkata, West Bengal, India** who was a source of strength throughout our work. We are thankful to our friends and well wishers who helped us in carrying out this work smoothly. Finally, our thanks to the people who have supported us to complete the text book work directly or indirectly.

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"Human resources are like natural resources; they're often buried deep. You have to go looking for them; they're not just lying around on the surface."

- Ken Robinson

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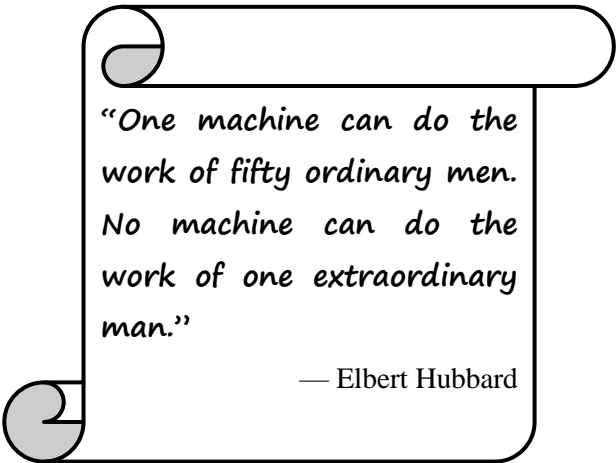
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*“One machine can do the
work of fifty ordinary men.
No machine can do the
work of one extraordinary
man.”*

— Elbert Hubbard

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