

Book Review

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Title	<i>HR: A South-Asian Perspective</i>
Authors	Angelo S. DeNisi, Ricky W. Griffin and Anita Sarkar
Publisher	Cengage Learning
Year	2016
No. of Pages	407
Price	₹ 850/-

The book is a contribution of the efforts of three authors and it focuses on the fundamental concepts of Human Resource Management. It has been published by Cengage Learning which is undeniably a prominent publisher. The book contains 13 chapters, bringing to light various Management related concepts for the students. The authors have provided major theories and concerns in a very precise manner which will help the students to discover and understand concepts related to the Human Resource Management smoothly. This is because the chapters are well-defined and the language used is quite lucid.

The outline of each and every chapter is designed in such a way that it consists of numerous images related to the main head along with the questions to solve, case studies, figures, quotes as well as the meanings of the key terms present within the chapter. Through such a definite outline, the book helps the students to have an accurate understanding of the chapter because of its ocular connectivity. In addition to this, each and every chapter is concluded with a chapter review which includes chapter summary, significant terminologies and noteworthy points to be kept in mind by the students. In other words, the book keeps a hold on its readers through its pleasant appearance and at the same time provides them with eminent knowledge along with being as definite as possible.

The detailed assessment of the entire thirteen chapters is as under:

The first chapter is titled as *The Nature of Human Resource Management* which deals with the contemporary perspectives of Human Resource Management. The chapter has described the significance of Human Resources in today's competitive world and its evolution through the dynamic modifications happening within the marketplace. This is because the variations in the market results in diverse challenges that the managers have to overcome in order to survive and grow. Therefore, it is quite important act in accordance with the dynamics of the world through setting up of goals and objectives which the chapter illustrates. The chapter also suggests the functioning of HR functions on the basis of the size of an organization and focuses on the career aspects present in the Human Resource Management for future managers.

Chapter two named *The Competitive Environment* illustrates the significance of competitive environment in the present era with respect to the Human Resource Management of an organization. The chapter briefly describes various strategic perceptions to be adopted by the managers in order to have competitive advantage

in the market. In addition to this, the chapter also explains the importance of a strategy and in what manner a strategy should be formed and applied so as to survive aggressive competition. It is also important to evaluate the outcomes of the implemented strategy so that the gaps can be filled and the formulated strategy can serve its purpose. Therefore, the chapter is concluded with the significance of evaluation of a strategy after it has been implemented.

The third chapter which is titled as *Human Resource Planning and Decision Making in Organization* focuses on the importance of proper planning as well as decision making in an organization. It illustrates the utilization of forecasting in order to have sufficient amount of Human Resources within an organization prior to the demand for them arises. Various methods of planning for the organization have been explained along with HR Accounting methods. In order to have systematic planning, Strategy, Economic Conditions within the market and Job-Analysis plays a valuable role as information sources which have been briefly explained in the chapter. The chapter has been concluded through explaining the process of Job-Analysis along with putting a light on Alternate Work Arrangements so as to have enhancement within the performance.

Chapter number four is titled as *Recruiting and Selecting Employees* and as the name hints, it focuses on the need and significance of Recruitment of employees in an organization. The chapter illustrates various methods of recruiting and selecting prospective employees for the organization. It is quite important that the organization employ those employees who can work towards the achievement of organizational goals along with aligning their individual goals with the organization. Therefore, the concept of Selection Decision has been explained to conclude the chapter.

Training and Developing Employees is the fifth chapter which briefly describes the importance of providing training to the employees in order to make them learn as well as develop the skills they acquire. The chapter explains various training techniques given to the employees at different job levels so that the organization can attain competitive advantage over other organizations. The chapter also describes various learning theories and model according to the need of an individual employee.

The sixth chapter is titled as *Compensation and Benefits* and illustrates the importance of benefits and compensation in an organization. The chapter briefly explains the purpose of offering compensation to employees and how it is offered according to the skills, knowledge and experience of the employees. It also illustrates the methods of determining basic compensation along with determining the rewards based on performance of an individual employee. This chapter also includes the concept of benefit programs within an organization in addition with the schemes related to the benefits been provided necessarily to the employees. The chapter has been concluded by putting some light on the contemporary issues related to benefits and compensation in present times.

The seventh chapter which is titled as *Performance Appraisal and Career Management* illustrates the role played by appraisals in an organization. The chapter explains why the appraisals are conducted in an organization, by what process an appraisal

is conducted and by whom it is carried out. The chapter also includes the assorted methods of Performance Appraisal such as ranking and rating an employee along with explain the finest system for appraising an employee. In addition with this, the chapter briefly describes various issues and errors which appear while appraising an employee. In order to have efficient employees, it is important for an organization to enhance the performance of the employees working with the organization. Therefore, the concept of Training and Development at various levels has been briefly explained. The chapter also focuses on the concept of Career and how a career should be managed according to the perspectives of an organization as well as an individual. The chapter has been concluded by illustrating various challenges and issues that are faced by the organizations and the employees while managing the career aspects in current times.

Managing A New and Diverse Workforce is the title of eighth chapter which describes the concept of multiplicity in the workforce and how it is managed. The facets of diversity along with its impact on the organization have been explained. A diverse workforce holds diverse knowledge through which the organization can learn and grow by coping up with the knowledge. The chapter has been concluded by focusing on various HR as well as Social issues and responsibilities that the organization comes across while managing a diverse workforce.

The ninth chapter titled as *Managing Labor Relations* widely describes the concept of Industrial Relations along with the significance and role played by Industrial Relations for an organization. The chapter includes various theoretical perspectives and different acts related to Industrial Relations such as Factories Act, Industrial Dispute Act, Trade Union Act, Maternity Benefit Act and various other acts which work towards protecting and safeguarding employee's interests. These acts explain certain rules for the employers and benefits to the employees so as to keep a hold on employee exploitation. Therefore, each and every act which is related to an employee has been briefly described in this chapter. In addition to this, recent trends in the Trade Unionism and the process of unionization have been illustrated. The process of collective bargaining has been described along with the concept of negotiation. The chapter has been concluded through explain the current scenario in terms of Labor Unions.

The tenth chapter which is titled as *Human Resource Decision Making in Organization* begins with the concept of ethics in terms of Human Resources and its management. Soon after in the chapter, the concept of proper sizing within an organization has been described. This explains dealing with the demand and supply of employees in an organization along with a brief concept of layoffs. The chapter also explains the concept of turnover which directs on how to manage terminations in an organization as well as how to retain good employees. The chapter has been concluded through putting some light on the management of Human Resources at the time of acquisitions and mergers.

The eleventh chapter of this book is labeled as *The Global Environment* and talks about the aspects of Human Resources in the global perspectives. The chapter starts with explaining about how the businesses of the organizations went on a

worldwide platform through strategically forming and applying various tactics in order to survive and grow globally. Along with this, the chapter explains the functioning of Human Resources in international aspects. Issues with respect to International HRM have been briefly described along with the cases of international assignments and transfers when the employee has been sent to a foreign country by an organization to render his services. The chapter is concluded by describing the concept of labor relations in global aspects.

The second last chapter in this book is titled as *Safety, Health, Well-Being and Security*. As the name illustrates the chapter deals with the protection and well-being of employees at the workplace. Workplace hazards are quite unavoidable when it comes to factory workers as they are more prone to accidents while handling or operating any machinery. Thus, the chapter focuses on the concept of safety and well-being of employees along with briefly describing about the physical environment of the workplace concerning the security of employees. The chapter also illustrates the concept of Stress along with its causes and management and is concluded with a brief explanation on the concept of Workplace Security.

The last chapter in this book which is titled as *Motivation at Work* explains the significance of motivation at the workplace. The chapter explains the basic employee performance model which is followed by the process theories with respect to motivation such as reinforcement theory, equity theory and expectancy theory along with an integrative motivation model. The chapter has been concluded through various perspectives related to motivation.

Taken as a whole, this book doesn't fail to impress the readers with its visually attractive flow of pages and accurate trail of information supplied on the theme of the book. Some quick questions and answers are also provided at the end of every chapter to quickly test your knowledge followed by a summary to conclude the chapter. The case studies included in each and every chapter is detailed and fresh which helps the students to develop their cognitive thinking. The authors have done good quality research based on the material made available in the book. Therefore, this book is highly recommended for young readers to brush up their concepts related to Human Resources Management and its functioning at each and every facet present within an organization.