BOOK REVIEW- ‘Managing Human Resources.’

**Writer-** Wayne F. Cascio, Ranjeet Nambudiri  
**Edition-** Eighth (Special Indian Edition)

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Wayne Cascio in his book ‘Managing Human Resource’ has linked the relationships between productivity, quality of work life and profits to various human resource management activities. People are our most valuable asset which affects individuals, organizations and society. This book is research based and contains strong links to the applicability of this research to real business situations.

It has been clearly stated in the book that the writer has not written this book for those who wants to be specialist in Human Resource Management. But the book is for the students of general management because it is assumed that a manager is accountable not only for HRM activities but also for quality of work life of peers and subordinates. In short we can say that it is general manager oriented book.

Being professor of management and president of Human Resources Division of the Academy of Management and of the Society for Industrial and Organizational Psychology, Wayne has a great and long experience of HR matters. He also periodically testifies as an expert witness in employment discrimination cases. And Dr. Nambudiri is an avid teacher and researcher in the domain of Human Resource Management and Organizational Behavior. These active researchers have given an excellent resource to students, educators and aviation enthusiasts in form of this book.

Reviewed edition of this book is a special Indian edition. This Indian edition integrates application of management theory with a western orientation in the Indian context for deeper understanding of the Indian social and cultural milieu. Relevant text, cases and examples in Indian context have been added and original framework and flavor is retained in this special Indian edition. Indian company examples on all topics have been provided thorough box items in such a way this edition includes a wide array of Indian cases and examples. Distinguishing features of this book have made the book to stand apart from the competing books. The construction of this book meshes well with its organisation and lends itself successfully. This book is consisting of total six parts and divided into sixteen chapters.

In this ambitions book each chapter is broken into text, cases, key terms, company examples and questions which typically fit logically into the topic of the chapter. All chapters are composed of several defining parts that maintain a sense of continuity throughout the volume. And every chapter is filled with related pictures and with test bank which contains true-false, multiple choices, fill in the blank and short answer questions. The orderliness of the book conforms to an academic curriculum. Every chapter begins with “Questions This Chapter Will Help Managers Answer”
which exactly gives an idea of what the reader will get in concerned chapter.

Each chapter of this book incorporates distinguishing features. The theme of book is to link context of each chapter key elements which are productivity, quality of work life and profits. The intention is to strengthen the student’s perception of HRM. They should realize how HRM is an important process for individuals, organization and society. Questions at the beginning of each chapter provide a broad outline of chapter. Events in the vignette are designed to sensitize the reader to the subject matter of the chapter. At the end of each chapter curiosity arouses that what will be happen next. The vignette allows the reader to compare his or her predictions with what actually happened. It may help the general managers to decide on the basis of accurate diagnoses of situations and may allow the students to learn from experiences of others.

A successful effort has been done to guide the all Human Resource functions with the help of three critical strategies which are productivity, quality of work and profits. Under competitive, legal, social and organizational environment all HR activities like employment, compensation, labor management, safety, health and international implications are carried out in this book. The first part includes first four chapters in which students can explore the nature and content of each Human Resource Management function. This part has painted a broad picture of how effective human management can be done in changing competitive, legal, social and organizational environments. The factors influencing productivity, quality of work life and profits are described in detail.

Chapter first tells that major component of any business is human resource hence Human Resource Management is the major part of every manager’s job and special responsibility of the HR department. Wisest use of this resource is advisable to achieve individual and organizational objectives. Better management of human resource is one of the major contributors of company success. To response to competitive business environment of the 21st century, new organization forms like virtual corporation, virtual workplaces, Modular Corporation etc. are appearing. In this arena modern firms have to restructure, reengineer and implement quality improvement programs to face the challenge of attracting, retaining and motivating good performers. Today need is working smarter, not harder to improve productivity.

To make HR measures more strategic, the writer has given LAMP model which stands for logic, analytics, measures and process four critical components of a measurement system that drives strategic change and organizational effectiveness. For clear understanding this model is explained with the help of figures. The factors to be considered to calculate employee turnover cost in each year are described in detail. In chapter second it has been clearly stated that employee attitude is the most valuable contributing factor of employee satisfaction, customer satisfaction and employee retention.

The guidelines regarding the components of an effective policy to prevent sexual harassments are given in detail in
chapter third. This chapter deals with the legal context of employment in India. It has also described about the federal enforcement agencies: EEOC and OFCCP. Managing diversity means encouraging a heterogeneous group. Chapter four tells that why managers should pay special attention to manage workforce diversity. Here a good company example of bottom line benefits of diversity at PEPSICO is given for understanding purpose.

Employment is the first step of HR process which has been addressed in part two. The part two envelops chapter five to seven. Before an organization selects employee, it should specify the kind of work that needs to be done, the procedure to perform it and the number and kind of people required to perform it. These issues are tackled in chapter fifth. How the planning, implementation and evaluation of recruitment operations are done effectively is mentioned in detail. The focus is on scientific selection of employees to know importance of fitting right employees on right jobs. This part guide us about balancing ‘make’ verses ‘buy’ decisions with respect to talent. The entire world is witnessing vast changes in the nature of work, competition and type of jobs. In order to reduce uncertainty and to increase efficiency one should pay careful attention on strategic business planning and strategic workforce planning.

If an employee loses his job what should be the most efficient strategy to find new one? the answer of this question can be found out in chapter sixth. The art of finding talent is described in this chapter. The best suggestion regarding effective and careful recruitment is given is that, a recruitment policy must spell out an organization’s intention to evaluate and screen candidates without regard to factors such as race, gender, age or actual disability. This is because the number of employees who actually perform their jobs successfully determines recruitment success.

Comprehensive information of the process of employee development with workplace training, performance management and career management activities is given in part three which consists of chapter eight to ten. The examples of Infosys, UPS, and Westinghouse Electric are given to get insight into the training issue and its impact on individuals, teams, organization and society. This also emphasizes the need to align performance management with the strategic direction of an organization. The same part focuses on managing careers.

The current state of compensation management practices in India has been brought out in the part forth of this book. This presents latest developments in compensation theory and examples of company practices. Writer has suggested here that compensation is a most important component to maintain good relations with the employees, management practices should be accordingly changed and modified. Various factors should be taken into account while framing compensation policy such as labor market factors, government legislations, collective bargaining and so on. It is advisable to design pay system in such a way which could attract, retain and motivate employees.

Part fifth addresses labor management relations. It has been advised that labor and management must learn to accommodate each other’s needs, rather than
to repudiate them in order to achieve long term success. It is stated that there is no other alternative to this to increase productivity and to improve quality of work life. The broad theme of this part is “Justice on the job”. This part also helps to know the components of a fair information practices policy and ethical decision making for cordial employee relations.

Organizational support for the employees and the international implications of human resource management activities are the two broad themes which have been dealt by the capstone section that is part sixth of this book. This examines key issues involved in employee physical and mental health. Due to rapid growth of MNCs there is need of special and financial support to the employees and their families by the firms. It is a general duty of the employer to place of employment which is free from hazards. It has been advised by the writer that a company should organize employee assistance program and wellness program to improve productivity, quality of work life and profits.

Pros and cons of this book are as below;

Pros

- Writing is understandable, exciting and moving.
- Inspirational for young managers.
- Fantastic pictures, diagrams and charts.
- Extravagant techniques are explored and explained.
- Many fascinating details about HR functions.
- Excellent book to get required knowledge of emerging HR challenges.
- Adequate number of cases to apply your knowledge.
- Known and familiar illustrations.

Cons

- Bulky matter and hence reader should have more than adequate time to read.

But this weakness is outweighed by the work’s strengths. Hence as per my opinion the entire book is a successful attempt to help Indians to appreciate the relevant changes with the aid of known and familiar illustrations. Hence I strongly recommend to all of you to read this book.