TABLE OF CONTENTS

UNIT NO	TITLE	PAGE NO
	Chapter-I	
1.	**Introduction to People Management**	01
	1.1. Diversity in Organization	01
	1.2. Demographic Diversity	02
	1.3. Meaning of People Management	04
	1.4. Definition of People Management	05
	1.5. Role and Responsibilities of People Management	05
	1.6. Key Components of People Management	07
	1.7. Features of People Management	08
	1.8. Significance of People Management	09
	1.9. Human Resource Management	12
	1.10. Difference between People Management and Human Resource Management	12
	1.11. Impact of Individual and Organizational Factors on People Management	15
	1.12. Individual Factors	16
	1.13. Organizational Factors	16
	Chapter-II	
2.	**Understanding People for Delegation**	21
	2.1. Attitude	23
	2.2. Job Satisfaction	27
	2.3. Major Psychological Theories	33
	2.4. Understanding Impression Management	35
	2.5. Delegation	39

UNIT NO	TITLE	PAGE NO
	2.6. Decisions	42
	2.7. Motivation	45
	2.8. Dealing with Difficult People	51
	Chapter-III	
3.	**Assessment and Evaluation**	54
	3.1. Performance Appraisal	54
	3.2. Objectives of Performance Appraisal	55
	3.3. Administrative Purpose	56
	3.4. Self-Improvement of Staff	56
	3.5. Performance Appraisal Process	57
	3.6. Traditional Techniques of Performance Appraisal	58
	3.7. Modern Methods of Performance Appraisal	62
	3.8. 360 Degree Feedback	66
	3.9. Role of People Manager in Performance Management	68
	3.10. Role of Top Managers in Performance Management	68
	3.11. Role of Line Managers in Performance Management	69
	3.12. Role of Employees in Performance Management	70
	3.13. Role of HR in Performance Management	70
	3.14. Succession Planning	70
	3.15. Relevance to People Management	70
	3.16. Succession Planning Process	71
	3.17. Reasons for Succession Planning	72
	Chapter-IV	
4.	**Group Behaviour, Power and Politics**	75
	4.1. Definitions and Nature of Group	75

UNIT NO	TITLE	PAGE NO
	4.2. Functions of a Group	76
	4.3. Types of Groups	76
	4.4. Stages of Group Formation	79
	4.5. Skills for a Healthy Group Climate	80
	4.6. The Cost & Benefits of Working with Others	81
	4.7. Emerging Team Concept	84
	4.8. Effective Teams	85
	4.9. Individual Power	87
	4.10. Bases of Power	88
	4.11. Defensive Behaviour	89
	4.12. Organisational Politics	93
	4.13. Power in Action	95
	4.14. Uses of Organisational Politics	98
	Chapter-V	
5.	**Conflict Management and Negotiation**	102
	5.1. What is Conflict Management?	102
	5.2. Why Conflict Occurs?	102
	5.3. Conditions Creating Conflict Situations	104
	5.4. The Conflict Process	105
	5.5. Common Strategies that Seldom Work	107
	5.6. Negotiation	109
	5.7. Styles of Conflict Negotiation	113
	5.8. Methods of Collaborative (win-win) Negotiation	116
	5.9. Conclusion	120