CHAPTER I

INTRODUCTION AND LITERATURE REVIEW
The development of natural resources, their proper use and conservation is possible only with the development of human resources. The people in a country form the most important element in the development of resources. The need and aspirations of the people, their skills and technical training also play an important part in resource development. In many areas the natural resources remain underdeveloped because the peoples' needs and aspirations are limited, and they do not possess the knowledge and skills needed for the development of the resources. Therefore, human resources need to be developed in order to exploit all the potential resources and to achieve economic prosperity of the region. Nagaland with an area of 16,579 square Km is one of the smallest states in the country. It is located in the southern extension of the Himalayas and it occupies the extreme eastern corner of the country (Fig: 1.1). Its total population according to 2001 census is 1990036 and the average density is 120 persons per sq km. Compared to other states human resource development in the state is not well developed. Physiographical factors do play a vital role in this respect. The eastern part of Nagaland which is characterized by high mountain ranges is less accessible and as such the people living there are less developed. Whereas, people in the western part are better well-off as their region is less encumbered with the burden of inaccessibility.
Fig: 1.1

NAGALAND
1.1 Significance of the study

The Human Resources are assuming increasing significance in modern organizations. Obviously, majority of the problems in organizational settings are human and social rather than physical, technical or economic. The failure to recognize this fact causes immense loss to the nation, enterprise and the individual. It is a maxim that productivity is associated markedly with the nature of human resources and their total environment consisting of interrelated, inter-dependent ant inter-acting economic and non-economic (i.e., political, religious, cultural, sociological and psychological) factors. In fact, the development of human resources forms the foundation for the development of any region. One cannot even visualize the economic well being of any region when this aspect of development is neglected. In Nagaland, human resources are perhaps the least developed of all the resources. The state's rapid stride towards economic and social advancement carries little meaning if its human resources are not developed to mobilize, organize and harness nature's bountiful resources. Therefore, the significance of the present study stems from the fact that it attempts to focus on the level of human resource development in the state and how this constitutes an important component of the development process. Further, it may be stated that though there are a number of literature on different aspects of Nagaland the present work is the first to study the
human resource development in the spatial context of Nagaland in an analytical way.

1.2 Objectives

The following are the objectives of the proposed study:

1. To understand the dynamics of HRD in relation to existing socio-economic framework of the state

2. To analyze and understand the comparative picture of the HRD in Nagaland and in India as a whole, and to locate the factors responsible for backwardness in this aspect

3. To understand the importance and influence of HRD on the socio-economics life of the state and

4. To streamline a matching HRD strategy in relation to changes which bear validity in the present globalization and information technology paradigm

1.3 Hypothesis

The basic hypotheses considered in the present study are:

1. The socio-economic institutional framework existing in Nagaland is consequential on the poor and inadequate HRD
2. The physical framework of the state has a great say in the level of development of human resources.

3. Globalization and emerging information technology open a new development vista for HRD in Nagaland.

1.4 Methodology

The proposed study of HRD needs to be based on the Primary and Secondary data sources. Fieldwork and the interviews of the people both in the case of rural and urban population constitute an important part of the study. Besides, the use of cartographic techniques, quantitative methods and field survey techniques form an essential component of the study. The present study is partly nomothetic and partly ideological, and the strength of this study lies in a systematic analytical framework.

1.5 Literature review

Review of the works already done by other scholars in the same line constitutes an integral part of the study. For, it is based on these approaches that the nature and scope of the ongoing research has to be defined. It is in this backdrop that the present section is devoted to the treatment of review of certain works in this line. The works included for discussion are not all inclusive for they are not easily
available, but the cross-section of studies that has been considered is expected to manifest the common forms encompassing the field.

Marshall’s (1956)\textsuperscript{1} work on The Principles of Economics is a commendable one. As one of the founders of modern economics, he dwelt on the priority of investment in human capital for economic development of a nation. He stated that “the production of wealth is but a means to the sustenance of man; to the satisfaction of his wants; and to the development of his activities, physical, mental and moral, whereby it is the chief means of the production of that wealth of which he is the ultimate aim”.

Another worth noting work in the same vein is that of Gideouse (1963)\textsuperscript{2} in which he did an in-depth study on the Labours as a productive force by analyzing and comparing the investment of capital in the form of in-service training and formal education to the labours. Among the works done on ‘developing country’, the work of Robert Baldin (1966)\textsuperscript{3} gives the characteristics of a developing country. He is of the opinion that the concept of a developing country is essentially a relative one and is generally used to denote the differences between the poor and the rich countries, where the essential difference that lie between these two types of countries is the wide gap in the living standard of the people. He brings out that the wide gap in the

\begin{itemize}
\item \textsuperscript{1} Marshall Alfred; \textit{Principles of economics.} Macmillan and Co. Ltd. London 1956
\item \textsuperscript{2} Gideouse, H.D; College and university. Summer 1963 pp 424-427
\item \textsuperscript{3} Baldwin Robert; \textit{Economic development of growth.} John wiley & sons. New York 1966 pp
\end{itemize}
living standard of the people is the essential difference that lies between these two types of countries. Uthoff & Perina (1986)\(^4\) studied the human resource planning in developing countries. They gave a detail insight into the interplay between population dynamics and socio-economic change and argued that besides, functional-awareness there is a need of labour force, its utilization and distribution among economic sectors and relevant spatial units. Another notable work is that of Lester (1966)\(^5\). He examines the manpower planning in a free society and argues that the main problem is that of the switch-over from the primitive to the most advanced machineries and processes. And this change-over in the space of a few years requires a gigantic task of manpower development, the success of which depends on meticulous planning, wise investment in education and concerned efforts to use scarce human skill effectively”. Hilliard (1967)\(^6\) while analyzing the dynamics of development stated that “manpower planning for national development is fundamentally similar to planning for the intelligent utilization of other resources. Although it presents certain unique problems, the development of human resources lends itself to the application of tested principles and practices at the right time are indispensable to the achievement of national goals”. Harbinson (1975)\(^7\) in his work

\(^4\) Uthoff & Ernesto; *An introduction to Human Resource planning in developing countries*. Publish 1986

\(^5\) Lester, R.E; *Manpower planning in a free society*. Princeton university press 1966

\(^6\) Hilliard John F; *Dynamics of development*. Universal book stall. Delhi 1967 p-93

\(^7\) Harbinson, F.H; *Human resources as wealth of nation*. Oxford university press. London 1975
"Human resources as wealth of nation" advocated that human resources not capital nor income, nor material resources constitute the ultimate basis for the wealth of nations. He opines that capital and natural resources are passive factors of production; human beings are the active agents who accumulate capital, exploit natural resources, build social, economic and political organizations, and carry forward national development. Jerome (1988)\(^8\) discusses the conceptual basis for bringing about the change from a reactive mode to a pro-active mode in industrial relation. He argues that given the alienation of the organized workforce, industrial relations situation today is formal, combative, political, legalistic and contradictory. The introduction of the developmental approach on the HRD concept to industrial relations has the potentials of changing IR from a reactive to pro-active mode, and contends that this change will be possible only if HRD overtures are negotiated with organized labour, bilateralism, democratic ownership and decision making in organization. The United Nations Development Programme (UNDP) published the first in a series of world report called "Human Development" in May (1990)\(^9\) which was prepared by scholars and specialists from a very large number of countries. It redefined goals of development as "widening of people's choices" in the areas of

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health and nutrition (longevity), acquisition of knowledge (literacy), shelter, employment, environmental protection and upgradation, and most importantly, human freedoms. A Human Development Index (HDI) was proposed as a more realistic measure of per capita income level and gross domestic product. Armstrong (1990)\textsuperscript{10} argues that human resource development programmes helps to ensure that the organizations have the people with the skills and knowledge it needs to achieve its strategic objectives. They aim to train new employees to the level of performance required in the jobs quickly and economically and to develop the abilities of existing staff so that performance in their present job is improved and they are prepared to take on increased responsibilities in the future. In Human Development Report (1993)\textsuperscript{11} the UNDP clearly defined Human Development as ‘development of the people, for the people by the people. Development of the people means investment in human capabilities, whether in education or health or skills, so that they can work productively. Development for the people means ensuring that the economic growth they generate is distributed widely and fairly”. As a special contribution for Human Development Report, on the topic “Human resource development in the 21\textsuperscript{st} Century: enhancing knowledge and information capabilities. Dae-Jung (2001)\textsuperscript{12}

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\item Armstrong Michael; \textit{A handbook of HRM}. Aditya books Pvt, Ltd. New Delhi 1990
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penned that the success or failure of individuals and nations, as well as the prosperity of mankind depends on whether it can wisely developed human resources.

Bhargava (1991)\textsuperscript{13} in his paper explains the South Asia Association of Regional Cooperation’s initiatives and programmes in the area of human resource development in member countries. He pleads that one should look at South-Asia as one geophysical unit to facilitate evolution of a regional approach and to effectively translate it into a result-oriented programme for human development. Vatsyayan (1991)\textsuperscript{14} made a few limited observations on “Literacy and human development”. The study is based on the experience in India and many other countries, where there has been a tradition of oral learning through which knowledge, learning and culture has been transmitted over many centuries, and stated that literacy is basic to human development. Further, it enunciates that the approach to literacy should be broadened to include oral learning, craftsmanship and attainments in fine art, museums and contribution handicrafts, to national products, as indicators of creativity and learning are essential features of human development.

\textsuperscript{13} Bhargava, in Human development: an Indian perspective.K.K (Eds) K.L Dalal etal; SAARC-A regional approach to human development. Vikas publishing House @ UNDP 1991 pp 131-141

\textsuperscript{14} Vatsyayan Kapila(Eds) K.L Dalal et al in Human development: an Indian perspective; Literacy and human development. Vikas publishing House @ UNDP 1991 pp 105-110
The Relationship between an individual and the State is undergoing fundamental changes all over the world. There is a resistance to ever increasing interference and control by the State in the life of an individual. Human beings are once again opting for human freedoms in preference to a regimented life even when the latter is economically more advantageous. Trends towards greater democratization of socio-economic life imply new responsibilities for parliamentarians who become a link between the government and administration on the one side and the people on the other. National and international issues are more and more interconnected. So Vasant Sathe (1991)\(^5\) pleads for a forum of parliamentarians, for human development strategies are backed by requisite political will, as expressed in legislative organizations. In the national context, The Ministry of Home Affairs (Government of India in 1960)\(^6\) defined manpower planning as “the process of developing and determining objectives, policies and programmes that will develop, utilize and distribute manpower so as to achieve economic and other goals. It includes developing the necessary organizations and institutions, required to execute manpower programmes”. Therefore, it says that the objectives of economic development for the under-developing countries as “any nation committed to rapid

\[\text{Sathe Vasant (Eds) K.L. Dalal et.al in Human development: an Indian perspective: A parliamentarians' forum for human development. Vikas publishing House @ UNDP 1991 pp 27-31}\]

\[\text{Ministry of Home Affairs (Government of India); A manpower programme for economic development. New Delhi December 1960 pp 1-2}\]
economic development must plan for the development of its manpower resources as an integral part of the planning for the development of other resources. Manpower requirements will be determined by the economic goals to be attained and the nature of economy visualized. Manpower requirements must flow from economic plants and activity. If the economy is to include steel and other heavy industries, medium and small-scale industrial enterprises as well as agricultural production, the whole range of occupation required by these industries must develop in appropriate number. Batra (1978)\(^\text{17}\) in his book ‘The Economy and Human Resources’ made a critical assessment of the efforts made towards manpower planning in India, insofar as its role in the economic development of the country is concerned. As human resources are the nation’s most valuable resources he emphasized that it should be planned in such a way as to provide employment to each and every able-bodied person of the working age willing to work at its maximum efficiency. Kumar (1991)\(^\text{18}\) advocated that HRD is to be based on the principle of functionalism in education and training. The academic part of the knowledge is to be made functionally relevant and shown to be necessary for the types of jobs which a child is being trained for. He argues that human resource development policy can be implemented only by the educationalist getting a re-orientation to manpower policy.

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and creating a parallel cadre of teachers in advocationaries within the ministry of HRD rather than the ministry of Labour. Ministry of HRD is to help in the generation of skilled manpower for scores of avocation, including those requiring academic rigour. Nair (1988)\(^1\) on the career development strategies proposed that Career planning programme should not be tailor-made and there must be an effective system of tracking down high potential managers. He also suggested that appraisal, training and development and monitoring are essential for the success of career planning strategies. Chandra (1988)\(^2\) attempts to present a blue-print for a HRD policy. He disputes that an efficient and satisfied workforce is the most significant factor in organizational effectiveness. Therefore, a policy should be evolved through a participative process to improve employee motivation and organizational effectiveness. In the article "Integrated HRD system-Intervention strategies", Athreya (1988)\(^3\) cites an integrated and systems' view of Human Resource Development with the various mechanisms and their interlinkages. Jayagopal (1990)\(^4\) on seeing the abundance of human resources but a dearth of

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manpower skills in India, tries to analyze the various ideas that have emerged on the subject of HRD and attempts to conceptualize an integrated strategy to achieve optimum results by suggesting some models including a Swedish model for a comparative study. Jain (1991)\textsuperscript{23} gives a deep insight into the problems of human development in rural India. He draws upon his life-long experience and knowledge of rural and village industries as a member of the Indian Planning commission. He recommends that area planning should replace the current pre-occupation with sectoral planning and financial control should shift from 'expenditure targets to investment targets. Further, he added that voluntary agencies and non-governmental organizations should be given a more active role. Verma and Chand (1992)\textsuperscript{24} attempt to study the growth of Indians during the last 41 years (1951-1992) of planned development, the role played by HRD in bringing about positive structural change, the availability of human resource in India during Eight plan (1992-1997) and the strategy for its development and increased employment. They argue that the quality of human can be greatly improved and its productivity can be enhanced by investment in human capital. Narayanan (1991)\textsuperscript{25} compares the significant

\textsuperscript{23} Jain.L.C, in Human development: an Indian perspective. K.K (Eds) K.L Dalal et.al; \textit{Human Development in Rural India}. Vikas publishing House @ UNDP 1991 pp 102-104

\textsuperscript{24} Verma.H.C & Chand Mahesh, in HRD practices: Assimilation and implication (Eds) B.S. Bhatia; \textit{Human Resource Development in India}. Volume-3 Delhi 1992

\textsuperscript{25} Narayanan.K.R in Human development: an Indian perspective. K.K (Eds) K.L Dalal et.al; \textit{Political Choices}. Vikas publishing House @ UNDP 1991 pp 34-39
diversities in human development attainments in different regions within India and
his article give a fresh challenge to the political leadership for making strategies for
human development. He elaborates that political choice is implicated in a
development model followed by any country. Pattanayak (1998)\textsuperscript{26} argues that in
spite of the advanced technological development, human resource will remain at the
core of each of the process in any industry. His work speaks about the concept and
process of HRD including practical experience of OD-HRD intervention in Indian
industries. Sundarajan (1991)\textsuperscript{27} examines two cases to measure the added advantage
and how resources are used in a more cost effective way by involvement of
voluntary and non-governmental organizations. A literacy drive in Ernakulam
district of Kerala and the other was a programme on health and nutrition
improvement of women in the child-bearing age-group and infants in Coimbatore
resources" tried to explore HRM concepts, issues and practices, targeted towards
HR specialists in either the manufacturing or service sectors and also to all persons
having to deal with HR issues. He also did some case studies to explore issues

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27. Suadarajan C.R, in Human development: an Indian perspective. K.K (Eds) K.L Dalal et.al; \textit{Human
Development Strategies: A case study in resource mobilization and targeting}. Vikas publishing House
@ UNDP 1991 pp 59-69
\end{flushright}
regarding HRM practices in a cross-section of organizations, both in the manufacturing and the service sector among multi-national and Indian companies. Sharma, N (2002) addresses for a comprehensive, total approach to people problem through achieving a return in investment in human resources, as human being is the largest simple operating cost for most enterprises and confronts the most complex and challenging demand made on management that manage people. Parikh (2002) in the article “social infrastructure as important as physical infrastructure” expressed that for human welfare, freedom from ignorance, diseases and fear is as important as freedom from want. Education, health care, water and sanitation services, and environment that promote health and social safety net which are required to provide such freedom cannot be obtained easily by all through private action and therefore, there is a need for public action. He collectively termed these facilities as Social Infrastructure, which is critical as physical infrastructure. He also addressed a set of questions to explore the needed policy actions and reforms in education and health sector.

Large public sector organizations in our country have shown a good deal of interest in designing and using HRD systems and mechanisms for improving their

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effectiveness. The works of Kolekar (1993)\(^\text{31}\) analyzed the HRD philosophy and function while undertaking a case study of selected public sectors in the state of Maharashtra and Goa, and stated that there was a wide scope for their application in public enterprises. The development of suitable policies and mechanism in these areas would help to eliminate ‘man-management’ problems to a large extent and enable public enterprise philosophy to take deep roots and stand on its own. Kapoor (1987)\(^\text{32}\) presents an inside view of the various phases of HRD in Indian Oil Corporation. He argues that for every organization, it is necessary to take some time off and look at its various dimensions as to check how it is going at any given point of time especially for an organization like IOC which has grown rapidly and radically in the past 25 years. The corporation has made the following as the areas of concern- (i) Customer satisfaction (ii) Employee satisfaction and (iii) Corporation profitability. BHEL is the largest engineering enterprise in India and has ranked as 12\(^{th}\) largest manufacturer of power plant, equipment in the world. Sarthi & Rao (1987)\(^\text{33}\) presents in detail the objectives to invest in HRD, and the various HRD


efforts made by BHEL. Verma (1987)\(^{34}\) in his paper on “Bank of Baroda” traces the history of HRD in the bank. The HRD effort in BOB focused on performance appraisal, manpower information system, manpower forecasting, job-rotation and revitalization of training. The HRD experiences in State Bank of India by Raman (1987)\(^{35}\) provide further insights into HRD in the banking system. In the private sector, interest in developing human resources existed from the very beginning in some form or the other. Srivastava (1987)\(^{36}\) traces the history of HRD in Larsen & Toubro Construction Group and presents briefly their work in various systems. Varughese (1987)\(^{37}\) describes in detail, the potential development exercises undertaken by Crompton Greaves Limited, for rapid growth of the company which is manifested in the increase in job sites from 10 to over a 100 and manpower from 1200 to over 2600. Some of the key areas that HRD looked at in the effort to strengthen the organizational process are structure, job-responsibility, manpower planning, performance appraisal, training and OD. The unique feature of the system is the presence of HRD managers in each review discussion to give process


feedback. Sambarmurthy (1987)\textsuperscript{38} describes this HRD experience of Sundram Fasteners.

Among the works done on tribals, the work of Prasad (1971)\textsuperscript{39} which studied the evolution of literacy patterns among the tribals in Bihar, and argues that the efforts of the Christian missionaries in conjunction with the British government policy was greatly responsible for spreading the literacy spatially and raising its level among the tribals in the area under study. Mention may be made of Vidyarthi (1974)\textsuperscript{40} which focuses on the multifarious problems faced by the tribal in different regions of the country. He accredits these problems mainly to their openness to exogenous influences. Another work worth commendable is that of Longchar & Vashum (1998)\textsuperscript{41}. It deals with work on the element of eco-world view in the tribal tradition to show an eco-way of life. It also observed that the organic relationship of all realities is the core of the traditional tribal world view, as the people lay great emphasis on the place or space and interdependentness of all creation. Also the work

\begin{footnotesize}
\begin{enumerate}
\item Prasad.S, in Man in India LI (4); Modern Educational among the Tribals of Bihar in the second half of the 19\textsuperscript{th} century. Publish 1971 pp 364-394
\item Vidyarthi.L.P, in Man in India LIV (1); Tribal Development in Independent India
Publish 1974 pp 45-79
\item Longchar Wai & Vashum; The Tribal Worldview and Ecology. Tribal study centre. Jorhat. Assam 1998
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of Sharma.C (1972)\textsuperscript{42} and Sinha (1976)\textsuperscript{43} is noteworthy. Sharma studied the relationship between the harsh environment and humankind, the environmental constraints under which people live, population structure, caste structure and the migration patterns of the region. Sinha studied the relationship between human habitation and its geographical milieu. He examines the rural settlements, the village patterns, house types and their functions in the case of different social groups inhabiting different pockets of the area. Ahmad (1986)\textsuperscript{44} discusses the heavy concentration of literacy in the metropolitan cities like Delhi, Bombay, Madras, etc. The study sheds immense light on the imbalance growth of literacy which he assumes, has taken the colonial pattern. Dobhal (1987)\textsuperscript{45}, has done work on “Hill area development”, in which he examined the characteristics of the hill region in terms of its physiographic, demography and settlement structure, land-use and cropping pattern, levels of productivity and income, functional organization, infrastructure and other services and amenities. The study is essentially spatial looking at development problems in terms of structure, process and stage in a spatial

\textsuperscript{42} Sharma.R.C; \textit{Settlement Geography of the Indian Desert}. Kumar brothers. Hauz Khas. New Delhi 1972

\textsuperscript{43} Sinha.V.N.P; \textit{Chotanagpur Plateau: A study in settlement Geography}. K.Bpublication. New Delhi 1976

\textsuperscript{44} Ahmad.A; \textit{Special lecture on 'Disparity in Literacy in India'}. Department of Geography.Gauhati University 1986

\textsuperscript{45} Dobhal.G.L; \textit{Development of the hill areas}. Concept publishing company. New Delhi 1987
frame-work. The work done on the North East India by Singh. P (1982)\(^46\) is worth noting. He surveyed the spatial distribution of human resources of North-East India at district, police station and sub-divisional levels, presenting varying patterns. At the district level, the level of human resources is demarcated to a great extent by contour lines. The plain districts have high to very high level human resources while the hill districts have low and very low level human resources. However, he argued that the type of human resources is controlled by the distribution of literacy, urbanization and industrialization, and the levels of amenities do not follow the level of human resources. He advocated that HRD should have link with the economic development. Burman (1984)\(^47\) examined the poverty alleviation programmes in Nagaland and Manipur apart from the short range issues involved in linking up the approaches and the programmes with the social structural specificities of the sub-region and of the communities concerned. The study shows some of the communities of Manipur and Nagaland having traditional control over and access to resources but not well-off. Singh.K (2000)\(^48\) attempts to present the comparative analysis of death rates and the association of income and education with mortality rates and to examine the influence of these variables on mortality rates in North-
Eastern states of India. On the basis of experience of these states, he found the significant relationship between income and education, and mortality rates. In addition to the above there are a good number of literatures on Naga society and on different aspects of Nagaland written by various writers. Among them Shimray (1985)\(^4\) attempts to trace the origin of the Nagas of Nagaland and also of Manipur, notably the Tangkhuls. He elaborates on the socio-cultural traits of the Nagas. Ashikho (1992)\(^5\) centers on the evolution of Naga society based on intense and original research of Naga social systems prevailing during Pre-British colonial period and Post-Independent India. He provides a coherent and integral approach to a major facet of a Naga-modern society. Ghosh (1982)\(^6\) emphasis the history of Nagaland state from Ancient to Modern period. It takes notes of its geographical framework, flora and fauna, climate, population, religion etc. Horam (1975)\(^7\) focuses on the factors that lead to social changes in the Naga society. He tries to point out the undesirable fall of these changes. T.Lanusosang (1989)\(^8\) discusses on demographic features and their social implication in the spatial context of Nagaland. He also attempts to give a perspective of the social character of the tribes at the micro level and the peripheral view of the changes that are taking place.

49. Shimray R.R; *Origin and Culture of Nagas*. Pamleiphi Shimray. New Delhi 1985
51. Ghosh B.B; *History of Nagaland*. S. Chaud and company Ltd. New Delhi 1982
52. Horam M, in *Man in India LV (2); Social change in Nagaland*. Publish 1975 pp 149-158
The work of Joshi (2001) presents the state of Nagaland and all the related issues; social, political and economic. He discusses in an encyclopedic way the environment that is conducive to growth of insurgency, and the development process being badly hampered for years by insurgent movement. A. Lanunungsang (1983) exercises on complexity of rural development programmes in general and tribal development in particular. He also examines emerging agrarian relation, rural-social structure, the Naga authority systems and the participation of the tribesmen in rural schemes basing on first hand sociological analysis from the field data collected in four representative villages. Mishra and Pande’s (2000) is a case study on the size structure and overall quality of employment in private sector service enterprises in Nagaland. It takes note of the socio-demographic condition of the state in order to highlight the need to generate employment opportunities. Haimendorf (1959) examines the socio-cultural set-up and political organization of the Konyak-Nagas. Smith (2002) describes the life of Ao-Nagas by indicating the process of both personal and social disorganization and reorganization observed among them due to their contact with the other advance community.

55. Lanunungsang,A; Rural Development in Nagaland. Har Anand publication. New Delhi 1983
57. Furer Haimendorf Christoph Von; The Konyak Nagas: An Indian frontier Tribe. New York 1959
The above have touched upon the various aspects of Nagaland and its society. Cultural, political, social, economic, etc. have been discussed in great detail. However, the area under the present study i.e., human resource development and its implication has not been dealt with in any detail and analytical manner in the case of Nagaland. This present study makes an attempt to study this critical area of study which has so far not been attempted in an analytical way. It may have a great bearing on developmental planning and process of change in Nagaland.