Prior to the independence of the country, a stage in our industrial development had reached where the sustenance of an industrial organization had become one of the prominent objectives of management. The earlier growth of industry had been so much accelerated during the second world war that a number of managerial problems which would otherwise arise in the process of development of our industry were automatically taken care of because of the increasing demand which wars bring about in the economic system. However, the end of the world war, the independence of the country and the beginning of a planned economic society have created a new challenge to management — challenge of survival and expansion. Survival because, on account of increasing costs of production and the creation of increasing competitive conditions, every business has to struggle to survive. Expansion because, with a national economic policy geared towards economic growth, every industry has had to make a contribution towards increasing production in its own sphere of activity. To meet this challenge of survival and expansion is a task we are facing during the last decade or so.
With the increasing costs of production, it is not always possible to raise prices in a competitive economy. Hence the only solution to arrest rising costs of production thereby giving greater stability to production as well as to the demand can be found to overcome the vicious circle of rising costs is to improve the organization and management structure whereby more effective utilization of the various factors of production could be achieved. In other words, management development has to be linked with management objectives.

Since personnel is a part of the management function, major trends in management in the recent years and forecasts during at least the next decade will have to be taken into account. There will have to be a concerted drive for promoting the understanding and use of modern management techniques. Management is becoming more and more quantitative but simultaneously behavioural sciences are making their contribution, with an increasing acceptance of the concept that the enterprise is a social system or a group among groups. Similarly, economics and personnel management are becoming more closely associated.

It may be said here in this context that indus-
trial relations depend to a very large extent on the personnel philosophy of management and the role it envisages for the worker in the total process of goal achievement. It will be difficult to isolate industrial relations from the general attitude of the management towards the work force in the industrial setting of today. There are three parameters which impinge the management-worker relationship in the field of personnel management: these parameters are (i) recruiting policy (ii) compensation policy and (iii) policy on redressal of workers' grievances. Although the complex management-worker relationship is not solely influenced only by these three policy parameters, these are without any doubt the most dominant-ones.

The present industrial executive knows that despite the use of all impressive machinery and complex mechanical processes of modern industry, there can be no successful management without an effective teamwork among human beings, which, in turn, depends on efficient personnel selection. It was the first World War that ushered the new trend in personnel selection, when extensive use was made of the scientific methods of personnel selection developed by the psychologists. These methods were improved upon and applied to the
problems of educational, industrial and governmental personnel selection programmes during the interwar period and were utilized in comprehensive testing of military personnel in the Second World War. Now these methods have become standardized and can be adapted for a variety of selection programmes. These methods integrate traditional procedures with new techniques. They provide more information about the candidate than the traditional methods and in these methods the reliability and validity of information can be assessed.

A programme of 'Phased Selection' has been used in an endless variety of situations in organizations of all sizes and types and has been found very useful. The stability, high morale and co-operative-ness of employees chosen by this programme can be predicted with considerable accuracy. More efficient use of the employee's potentialities can be made because his strength and limitations are so precisely known. Employee's problems are easier to evaluate and rectify because of extensive understanding of the background. Customer and public relations are noticeably improved: carefully selected employees being better service to customers, fewer arguments, greater efficiency, and in general more satisfactory relation-
ship. Company savings from a more stable labour force and less labour turnover have been considerable. Improved selection can be an important source of company savings. This is one of the few areas where scope for cost reduction is still there. It is thus that the utility of a sound personnel programme is beyond any doubt.

I have made an attempt in the foregoing chapters of this thesis to discuss analytically the recent developments in the selection and recruitment techniques. While dealing with this, a detailed study of some aspects of a selection procedure such as psychological tests, cost of selection etc. had to be avoided owing to limitations of volume, and space. In the subsequent chapters a detailed study of both the selected industries and lastly my observations and suggestions over the procedures existing in these two industries are made.

As a general comment that can be made to conclude this introduction, it may be mentioned that the selection of employees in under-developed or developing countries involves many considerations not applicable to the selection processes in the
developed countries where skilled and unskilled managerial personnel are available in adequate numbers and are more mobile. Besides, statistical information and data are not adequate in under-developed or developing countries. There is, however, no doubt that procedures of selection developed by advanced industrialised countries will be helpful; but we have equally to consider the existing situation and develop our own procedures and techniques or modify the sophisticated procedures and techniques developed there to suit our conditions and our requirements.