PREFACE

As one of the sources of energy, tyres has always occupied a key post in our socio-economic life. This important has further increased in recent years due to the entrance of new automobiles and vehicles in the transport sector. It appears that for many years to come, for a country like India, tyre remains the principal source of energy. Looking to the growing importance of the transport sector in the process of development, tyres may be regarded as the wheels of development of road transport in the country.

With the advent of globalization of business and industry, managing human resources is globally recognized as basic job of management. In India too, Human Resource Management has now emerged as the most spectacular aspect of management and gaining ground as a management function. Resultantly, every company has now recognized the fact that the human factor has to play a very prominent role in the execution of programmes and policies. Now humanization of work environment has become an important need of every company. The philosophy of Human Resource Management has undergone a tremendous change and revival in every organization. Each manager from top to bottom is now concerned with Human Resource Management. Without appropriate Human Resource Management, no business or industry can get the better return from their other resources.

Several studies have been undertaken to highlight the tyre industry of India. So far as the India tyre industry is concerned, there is not a single research study which has been carried out on HRM in the context this industry, with the help of this research study, an attempt has been made to experience the status and working of the HRD in the context of some selected tyre manufacturing companies. It has been a well recognized fact that in the present competitive market any manufacturing unit will have to mark best possible utilization of available human resource with them, Indian Tyre Industry, which is facing a very, keen competition in the Global, market has to take much core of human resource for accomplishment of their organizational goals. The present study has covered all the crucial
aspects of Human Resource Management in respect of the selected tyre companies and an attempt has been made to make a very critical, analytical and indepth study of the prevailing situation of HRM in these units.

The present research work has attempted to cover all the major aspect of HRM including Manpower Planning Recruitment, selection, induction, placement, transfer and promotion training and executive development, wages and salary administration and industrial relations and labour welfare.

The basic objective of this research study is to make a critical and analytical direct survey of some of the selected tyre manufacturing units so that a realistic position may be obtained regarding effectiveness efficiency of human Resource Management. The best aspects of HRM which are covered under this study - the formulation of scientific personnel policies and programmes relating to personnel organization of HR department, execution of personnel policies, implementation of training and executive development programmes, efficient salary and wage administration and management of industrial relations and labour welfare measures.

The author has attempted to collect requisite research material from primary and secondary sources both. The Annual Reports of the selected tyre Companies and the publication of the Automotive Tyre Manufacturers Association have been the prominent source of secondary data. For the purpose of collecting first hand information about the HRM in Indian Tyre Manufacturing units and to make an objective observatrion of the organization and implementation of personnel policies and programmes, five tyre manufacturing units namely Apollo, Ceat, J.K. Tyres, Goodyear and Modi Rubber Ltd. were selected. A thorough field work with the help of a questionnaire was conducted and the personnel views/opinions of Management, Trade unions Leaders and Employees were also collected. The research material so collected has been properly arranged and analysed in order to draw some important conclusion. The entire research study in divided into ten chapters.
The first chapter presents a brief profile of the evolution and history of Indian Tyre Industry and its present position and economic significance grown in the modern Indian Economy. In the second chapter an attempt is made to make a conceptual analysis of the Human Resource Management. In the third chapter, a detailed introduction of selected tyre manufacturing companies is given. While the fourth chapter provides the description about the organization structure of the Human Resource Management in the selected tyre manufacturing units. The working and functions of these HR Departments have been also discussed. A detailed account of Manpower planning and its actual implementation in the selected units has been given in the fifth chapter. The sixth chapter provides the detailed description about the personnel policies provides and practices regarding recruitment, selection, placement, training and the position of their implementation in these selected tyre units. The seventh chapter gives a detailed account of the salary and wage administration in selected tyre units. In the eight chapter a critical and analytical survey of industrial relation position is presented. An assessment of labour welfare measures followed by these units has been also made in this chapter.

The ninth chapter presents a detailed discussion on the basic personnel problems of the selected tyre manufacturing units and a set of some useful suggestions has been also putforth to solve them. The final chapter presents the main findings of this research study.

The research study is by and large based on direct survey and thus presents a very realistic position about the organization and working of Human Resource Management in Indian Tyre Industry. The main observations of the research study will prove to be of immense value to the top management of the selected tyre manufacturing units particulars in strengthening the working of their Human Resource Department and also in importing the effectiveness and efficiency of their personnel policies and programmes. If the Management takes the results of this research study seriously particularly in reformation of future personnel policies and programmes, the basic objective of this venture will be fully achieved.

(Ruchi Awasthy)