Public sector undertakings have, of late, been the subjects of great controversy, the debate on public sector versus private sector has assumed significance in view of the recurring losses in majority of the public sector undertakings in the country. The entire issue is being examined in terms of ‘Productivity, profitability’ ‘employment generation’ and ‘industrial growth’. The debate somehow appears to be more emotionally surcharged and less pragmatic in as much as it avoids the basic issue of examining the place of public sector undertaking in a country wedded to democratic socialism, implying growth with social justice. Public sector undertakings in this scheme of things are not mere productivity or profit generation; they have been set up to accelerate the process of industrial development with deliberate accent on growth with social justice.

The debate has another drawbacks; it rarely emphasizes the social ethos of public sector undertakings, seldom highlights the culture of human resource management as obtained in the public sector undertakings, and quite frequently gives little thought and attention to the inherent infirmities, defects and drawbacks in the personnel policies procedures and programmes.

Studies on public sector undertaking have not gone deep into the basic philosophy of human resources management with specific focus on the personnel policies, procedures and programmes. One rarely finds any study on public sector undertakings which probes into the culture of human resource management emphasizing human rather than material variables.

The proposed study intends to highlights this hitherto relatively little explored public sector undertaking by making an endeavor to proposed to explore, examine and reflect upon the personnel policies and procedures in the BHEL from the viewpoint of contemporary techniques of human resource management.

The basic objective of the study is to examine the organizational patterns and styles of Human Resources Management; to analyses various facets of personnel administration; to probe into the conditions of employment; to unravel the role of trade unions; to look into the career opportunities and training arrangements; to explain the rationale of wages payment; to examine the organizational patterns of Human Resources Development and finally to suggest ways and measures of making improvements in the administration of personnel policies and practices from the standpoint of Human Resources Management.

The study is of descriptive, analytical and diagnostic in nature and comprises the essential elements of Human Relation, enquiring to explain the
culture of organizational management. The scope of study extends to examine the policies and procedure relating to Human Resource Planning, employment policies and procedure, training and development of employees, management of Human Resources. Development programmes, evaluation of wages and salary administration, programmes and analysis of employee welfare services, handling of employee problems and labour relations.

The study has been divided into 13 chapters, **Chapter I – Industrial scenario and human** factor furnishes introductions not of the problem of the study and explain the reason for undertaking the study and described its nature scope detailed description of industrial policy Resolution 1948, 1956 and 1980 relative position to public sector statement of the problem, nature of the problem objective of the studies, the human factor in emplacement and concept of Human Relation. **Chapter II – Corporate Profile With Salient Futures** – manufacturing Units of BHEL; objectives, & profile of the BHEL, vision, motion, contribution to Indian power sector and industry, unit wise turnover, organization, department of study and labour welfare. **Chapter III- Human Resources And Human Relations**- Provide the conceptual frame work of human resource management and its growth in India, The human factor in environment and concept of industrial relations and human relations. Human resources management in BHEL. **Chapter IV – Organizational And Administrations In BHEL** - highlights the important forms of organization and administrative staff of BHEL. **Chapter V- Research Methodology And Sources Of Data**- It relates to research design and sources of data **Chapter VI** – **Profile of the respondent, employment and induction policy and practices** – present the detail profile of the respondent and analysis & the employment record and induction policy and practices along with the relations of the respondents. **Chapter VII – Human Resourse Development** – Concentrate on the development of human resources and specifically highlight the role of training policies and practices and industrial productivity by the organization. **Chapter VIII- Working Conditions in BHEL** – examines the working conditions from a perspective. **Chapter IX- Wage and salary administration** – Probes into wages and salary part of the administrations. **Chapter X- Welfare facilities leave and holidays** – Provide the various types of welfare facilities, leave & holidays and records of the respondents view point of their satisfaction in BHEL Jhansi and Haridwar. **Chapter XI- Social Security** – high light the objectives and components of the social security measures prevailing in the organization pertaining to BHEL Jhansi & Haridwar. **Chapter XII – Workforce Adjustment** – Provide a detail on the workforce adjustment under the policy of the transfer and promotion for the different levels of functionaries and machineries for the settlement of the industrial disputes under the ID. Act 1947. **Chapter XIII – Major findings and recommendations** – presents a short summary of the conclusions and dares to make certain recommendations which the researcher feels will go along improving the situation.