Chapter II
Review of Literature

This chapter deals with the overall review of the literature available on the particular topic. Literature is the most important part of any research. In this topic, the review is taken of articles and books regarding the research topic. This chapter is divided into two parts i.e. Review of Research Articles, Review of Books, thesis and other related published or unpublished literature on this particular topic.

The institution of local government has a long history in India. Even in ancient India, there were various types of local government institutions including Panchayats. But during the Mughal period, the local government units greatly deteriorated. Even in the time of East India Company and during the early British suzerainty, the local bodies decayed considerably. But it cannot be gainsaid that these local government institutions acquired representative character during the British period and the municipal institution are the legacy of British administration. Literature on municipal administration is scattered in a large number of public documents, research and other academic documents and descriptive writings of national leaders and administrators associated with the municipal institutions. In a booklet "A Study of Local Self-Government in Urban India", P.K. Matoo makes some interesting observations on local government. For example, he argues that there is no need for having rural panchayats unless "it be for the purpose of small scale litigation." He is not in favour of rural-urban relationship. He criticize the present day tendency to study the problems of rural and urban local self-government institutions together. Elsewhere in the same publication, he states A static state of existence invariably leads to decay. Local bodies have been static for such a long
time that they reek of decay. There has been no serious effort by the local bodies to examine their own. Weaknesses and to boldly speak out the same. Local bodies have been persistently following the same old rut.

R.L. Khanna in his book "Municipal Government and Administration in India" discusses the growth and structure of municipal Government and organization of municipal authority. He lists 14 defects and deficiencies in the municipal service in India and makes 12 recommendations for improving municipal personnel administration in India. In order to stress his point, he quotes the Report of the Committee of Municipal Employees Training which states, "The weakness of our municipal administration is due, among other reasons, to the fact that the administrative personnel of municipal bodies in the country have not been always recruited by a system of merit or trained adequately in the techniques of municipal administration. Nor are men of talent attracted to the municipal service because of the low salaries paid to municipal employees in general.

M. Venka Tarangaiya and M. Pattabhiram have prepared a compilation of extracts from various reports and resolutions both before and after Independence in their "Local Government in India — Select Readings". The authors trace the development of urban local government in India from the days of Kautilya to modern times. They point out. In the post independence period, problems of urban local government did not receive from the State and the Union authorities or the Planning Commission as much attention as rural government did. Consequently, only a few changes — several of them of minor character were made in their structure and functioning. Several of the defects found in them before 1947 hare continued — and some in a heightened
form till today. It is only when the Third -Five-Year Plan was prepared
that some notice was taken of them- They also observed that —caste and
communal feelings, which began to poison the political atmosphere
from about 1990. The blame for it lies on the politicians, who find it
useful and convenient to appeal to them no come into power.

R.K. Bhardwaj in his "The Municipal Administration in India (A
Sociological Analysis of Rural and Urban India)," discusses the causes
of backwardness of municipal bodies In India. He expresses his
dissatisfaction in the following words: The way in which the people
have dealt with the local bodies in India does not bring credit to the
smooth functioning of municipal administration. The social and political
groups have not developed emotional attachment with the local
problems. Their allegiance was rather to the caste and religious interests
than towards the community and local considerations, with the result
that there was never meaningful interaction between various groups for
solving the civic problems. He also discussed problems regarding the
relationship between the union government and local bodies and also
what he called "State government patronage of financial matters."

S.R.Maheshwari in his "Local Government in India", along with rural
local government delineates lucidly urban local government covering
the important aspects such as personnel administration, urban finance
and, control and supervision. While discussing political interference,
Maheshwari favours a Cabinet form of local government. Outing his
words- A cabinet form of government at the local level may be an
alternative to the present outfit of frictions and conflicts. Under this
form, what are called 'interferences would get regularised and
institutionalised, as these chosen by the elected body would 'interferel
and be held accountable. At another place Maheshwari writes: The structure of local government is, however, not a "sure cure" or all-important. Even if the structure has certain shortcomings and inadequacies, it is capable of being made to work and lead to realization of goals. And, a perfect structure does not by itself ensure results. Man is obviously more important than the machine. A tool or machine does not impart skill to the workman's hands. Surely, an efficient workman feels annoyed when given a bad tool to work with, but the latter does not completely incapacitate him. In short, the personnel, both elective and permanent, have a key to play in making local government; work effectively; it is they who are called upon to deliver the goods.

Amreshwar Avasthi in his "Municipal Administration in India', which is a compilation of various articles by different writers; covers problems of urban government, training in municipal administration in India government control and assistance to the municipal bodies, and public participation in local government. Part II of the book is entirely devoted to the municipal administration in fifteen Indian States, Part III of the book covers the administration of four municipal corporations, namely, Bombay, Calcutta, Delhi, and Raipur, and Part IV of the book is a concluding chapter entitled "Urban Government in India —some reflections." According to his view-point, "....most municipal acts enunciate fairly precisely the functions of municipalities and municipal corporations and place them distinctly either in the mandatory or the discretionary category. But these enactments do not define the role of local government. One of the moat outstanding report in this field is Rural-Urban Relationship Committee Report. The first volume of the Report (1966), discusses at length urban development and planning machinery, the structure of urban local bodies, municipal personnel,
finance of urban local bodies, public participation in urban community development, and relation between the state government and local administration. The second volume (1968) contains a number of notes on urban local government practices in various states in India and also gives a list of municipal acts and state-wise lists of different types of urban local bodies. It also gives some details about local governments in different countries of the world. Volume III of the Report (1966) is concerned with the analysis of replies given to the questionnaires issued by the Committee and also contains the evidence given before the Committee by various persons and organizations throughout the country. These three volumes constitute an important source material for the study of the administration of urban areas, Mohit Bhattacharya, in his "State Directorates of Municipal Administration" and "State Municipal Relations (A functional Analysis)", discusses at a length the role played by the state government in the municipal administration. Bhattacharya has analysed "State Municipal Relations studying the government of four states: Gujarat, Maharashtra, Tamilnadu and West Bengal. He has found that general state control in these four states is almost same. But this survey of four states reveals varying attitudes of the state functional administration. Regarding States-Municipal functional relations, Tamilnadu and Maharashtra exhibit the common features of an integral administration, although the general frameworks of State-Municipal relations these two states are not the same. In West Bengal, in the general framework is liberal; the formal nature of the State-Municipal functional relationship is integrationist; and the actual nature of the state attitude to municipal administration verges on a 'laissez faire' policy. Further, he states that only the functional relationship between the two governments; is in conformity with the general framework of State-Municipal relations in that state. In May,
1970, Indian Institute of Public Administration, New Delhi, had organized a seminar "State Machinery for Municipal Supervision." In this seminar, S.N. Jain, criticized the state control over municipal organization, in following words: "If the as too much interference in the working of municipal organization by the state executive then the basic purpose of establishing a statutory body is lost." In the same seminar, Bhattacharya explained the role of the State Directorate of Municipal Administration. He point out the lack of clarity on the status and power of the Directorate of municipal administration. He stated that the Directorate delegated substantial power over municipal administration, so that, they could function as friends, philosophers and guides to the municipal bodies. But, he added, it must be noted, that, the Directorate is just an agency of the state government and cannot be expected to exercise important constitutional regulatory and initiative powers, which must remain with the government itself. Because of the lack of clarity on this point, in some states, certain important regulatory powers have been delegated to the Directorates but on some others, such powers have been retained with the states. Om Prie Srivastava's 'Municipal Government and Administration in India" is based on her research thesis of 1976 entitled "State Control over Municipal-Corporations." She explains the various kinds of state control and suggests remedial measures that need to be taken. She has felt that government should reorient its attitude in regard to municipal corporations, providing constructive guidance and adequate assistance to them, as an active partner to the common cause of city administration. She has found that - the grants-in-aid has always been a prolific source of discontent among municipal corporations. She adds, "No fruitful purpose will be served by the state control over municipal corporations unless, there are regular inspection of all the activities and branches of the municipal
corporations. Therefore, a special wing of inspectorate and co-ordination is desirable. The most explored field in municipal government apart from municipal finance is, that of municipal leadership and politics, let us review some empirical studies carried out by different scholars in this field also. Ali Ashraf in his "Government and Politics of Big cities — An Indian Case Study" focuses on three big Corporations, namely, Calcutta, Kanpur and Ahmedabad. The main objective of this study was to understand the nature of local government in these three cities and their capacity to manage civil problems. The major focus of the study is on the political questions, the scope of government action, the mobilization of resources and the recruitment and t of civil leaders and municipal employees. The local political systems in these three cities, can be seen to represent values and interests that affect the management of civil problems differently in different cities, Asharaf concludes, 'Whether it be maintenance of civil services like sanitation and garbage disposal, management of tax assessment or collection, or the morale and service conditions of the employees, the performance on each of these items is satisfactory in Ahmedabad unsatisfactory in Calcutta and Kanpur" In Audit report of MCH (2005), the chapter 3 – Performance Reviews (Municipal Administration and Urban Development Department) concluded that MCH decided, as a matter of policy, to develop Integrated Online Information Processing System as a part of e-governance to enhance civic services to the citizens. Although MCH has been spending around Rs 2 crore per year on maintenance of infrastructure relating to Information Technology it failed to implement the computerisation of all the functions of MCH and integrate them. Critical issues like logical access control measures, back up and business continuity procedures, etc. were not addressed. While the environmental and application controls were weak, no documentation
policy or security policy existed with the MCH. The computerised system suffers from inadequate input controls and poor validations, resulting in generation of incomplete and inaccurate data. Data relating to property tax, birth and deaths and advertisement fee was incomplete and incorrect in many cases causing generation of faulty MIS reports rendering decision making risky. It could not also use effectively the computing facilities of the hardware/software available with it. These shortcomings resulted in short assessment/collection of taxes. The recommendations given in this report as follows:

- There is an urgent need for developing, testing and implementation of proper Business Continuity Plan and Disaster Recovery Plan.
- Suitable personnel need to be identified and be associated with the development of applications so as to create useful applications.
- Access logs should be created and maintained. Review of audit trails should be conducted periodically to take corrective action.
- Proper password policy should be framed, documented, circulated, and maintained.
- Proper maintenance and tuning of the database should be done periodically to maintain the health of the database.
- Efforts should be made to assess the demand through the application system itself instead of manual calculation.
- There is a need to redesign the forms with proper validations; modifications to the data from the back-end should be stopped.
- Data should be captured for all the field items, ensuring correctness, consistency, completeness and integrity. Efforts should be made to purify the data.

Gopal Bhargava in his book entitled —Urban Problems and Policy Perspectives published by Abhinav Publication. The Author says that
The absence of consolidated and up-to-date literature dealing with various aspects of current urban problems and their implications for policy decision making has been acting as a lacuna for a long time. For urgent removal of this lacuna, a comprehensive fund of knowledge and understanding of an inter-disciplinary approach toward urban problems was desired to be developed. The present volume is the consequence of a collective attempt to unfold before the discerning reader thought provoking ideas derived from empirical studies, often breaking new grounds in respect of planning directives and policy guidelines. The contents of the book deal with a broad spectrum of subjects besides attempting in-depth analysis of manifold facets of emerging urban problems to focus attention on the need to adopt comprehensive policy framework in regard to urban land, housing, transportation and balanced urban and regional development with a perspective of tomorrow. This book would provide fresh approach to enable planners and others to effectively diagnose problems, assess their impact and prescribe appropriate solutions. The eminent personalities, contributing to this book, like Dr. Asok Mitra, Mr. Jagmohan, Mr. Sayed S. Shari, Dr. B.D. Nag Chaudhuri, Mr. H.U. Bijlani, Professor Rashmi Mayur, Mr. Alfred De Souza, Dr. P.G. Patankar, Mr. Ardhendu Bhattacharya etc. etc., are well known for their contributions in the field of Urban Planning and Development. Contents of the books are
According to Price (1997), there are a half of dozen of definitions of HRM, but the essence of HRM is as simple as to “get work done”
through strategic selection of suitable staff, training and development of competent & skilled workers, provision of incentive reward systems to retain employees and overall flow of management communication, performance appraisal to increase level of transparency and plus harmonious industrial relations to reduce conflicts and achieve cost effectiveness.

In the context of Chinese enterprises, it is assumed that elements or ‘bundles’ of best (or better) practice of HRM would be those practices that concern:

• selection of suitable staff from market, not allocated by the state as the planned system exercised previously;
• provision of incentive reward systems by at least linking performance with payment, and practicing effective welfare scheme that will promote retention of best staff, instead of having standardized rigid wage system and
• ‘cradle to grave’ social welfare system (Goodall and Warner, 1997);
• training and development of competent and skilled workers on on-going basis to match job descriptions & requirements rather than zhuang ye bu dui kou - work in the area with no special skills;
• increasing level of transparency by exercising institutionalized performance appraisal to promote staff in stead of promotion of staff based on superiors’ personal opinions toward and relationship with subordinates as well as the length of services in firms, also by overall flow of management communication to encourage staff participation in management instead of having only Party’s authoritarian leadership over enterprise management;
• exercising appropriate labor union’s power to create cohesion and to truly protect staff (workers) interest and clarify labor management relationship.
Reviewing past limited studies on HRM practice in Chinese enterprises, it is found that their main focuses were on Chinese personnel system reforms and the differences between HRM practice in Chinese-owned enterprises and western HRM models within large and medium size enterprises including joint ventures. Such studies include Warner (1997a)’s discussion on labor contract (selection process), payment systems (remuneration), social insurance (retention) systems reforms; Goodall and Warner (1997)’s research on selected case studies in Shanghai and Beijing to see whether HRM practice in Chinese joint ventures have blended with Chinese characteristics of ‘iron rice bowl’ syndromes. Similar exercises were carried out by Ding et al (1997), Lu & Bjorkman (1997) and Tsang (1994), except their variables have been further extended to training and development, influence of trade union (or worker representatives), dismissal, equal employment opportunity and employee participation in management. There is no such study so far as to examine HRM practice in small and medium enterprises - the sector which has contributed significantly to economic growth since the reform had started 20 years ago. It is therefore significant to evaluate the relationship between HRM practice and SME performance in order to identify some essential factors within HRM framework to assist Chinese SMEs to grow, ultimately they may contribute to sustainable economic development in China.

**Main Findings**

Research on HRD within SMEs is still in an explorative stage. By and large, empirical studies are of a descriptive nature. A sound theoretical underpinning or perspective seems to be lacking, and the empirical part is generally limited to a presentation and discussion of the results of a questionnaire or a number of case studies. The practice of deriving
and testing hypotheses has not yet become customary. In fact, Kotey and Meredith (1997) is the only identified example of this practice. Notwithstanding these limitations, some conclusions may be drawn.

**Unique approaches to HRD within SMEs: well documented**

The majority of empirical studies describes HRD practices that are applied by small and medium-sized enterprises. Some studies focus on a specific field of HRD, but most studies include various aspects of HRD. We may conclude from these studies that smaller firms generally have less sophisticated HRD practices, but a substantial amount of unexplained variation still remains across small firms.

The general impression that research on HRD within SMEs is still in an explorative stage does not apply to all fields of HRD practices. Especially research into wage differentials between small and large firms has moved well beyond this stage. On average, smaller firms pay lower wages to (observably equal) employees than larger firms do (Audretsch et al., 1999; Barron et al., 1987; Oosterbeek and Van Praag, 1995). Using data from the Netherlands, Oosterbeek and Van Praag (1995) find support for a screening view on hiring decisions to explain this finding. Large firms are assumed to have higher monitoring costs (due to the size of their labour force), which increases the benefits of screening for workers with high abilities. They conclude that “large firms are incapable of observing workers’ ability, but by offering a higher rate of return on schooling they succeed in attracting the most able workers” (Oosterbeek and Van Praag, 1995, page 181).

Various studies address the question whether the applied HRD
practices are applied with a specific goal in mind and integrated with other (HRD) practices, or whether they are the result of legal obligations and ad hoc decisions. In other words, to which extent does the way in which these firms manage their workforce satisfy normative HRD models. The general notion seems to be that way in which SMEs manage their employees resembles the “bleak house” concept, where employment relations can be “typified by direct management control, poor terms and conditions, high staff turnover and little training” (Bacon et al., 1996, page 82). The finding that smaller firms, in general, pay lower wages and provide less training than larger firms do (Black et al., 1999; Barron et al., 1987; Patton et al., 2000) seems to support this notion. In addition, it is argued that “individual HRD changes in most organizations do not add up to a consistent integrated package deriving from a long-term coherent management strategy” (Duberley and Walley, 1995, page 905).

Nevertheless, various authors claim that this general notion is incorrect, or at least doesn’t apply to a large group of SMEs (Hill and Stewart, 1999; Hornsby and Kuratko, 1990). Small and medium-sized enterprises may even have a behavioural advantage over large firms when it comes to managing employment relationships: “The lack of formal or professional policy towards employee management enables flexibility within the labour process, and an individual approach to the employment relationship. This is further facilitated by the lack of collective employee representation which owners and managers consider unnecessary, because of the quality of the employment relationship which has a classic unitarist framework. Paradoxically, however, the very lack of formal implementation raises a debate as to whether these practices are indeed HRD as they lack strategic

Heneman and Berkley (1999) focus on recruitment and selection practices, while Hill and Stewart (1999) and Goss et al. (1994) limit their attention towards training. It is interesting to note that this stylized fact has been studied within the field of labour economics, but seems to be ignored in the literature on HRD within SMEs.

Mr. Kesho Prasad, highlighted in his article Getting the Right People that the changing concepts and the explorations in the field of HRM, resorting to multitudinal HRD interventions for ensuring that people develop a mindset of a very high order for any organizational transformation to meet the challenges of the day.


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According to Raymond A. Noe, John R. Hollenbeck, (Human Resource Management: Gaining A Competitive Advantage)

Four challenges companies face are the global challenge, the challenge of meeting stakeholder needs, the high performance work practices challenge, and the challenge of competing in the new economy. The authors bring these challenges to life by highlighting real-world examples pertaining to these 4 issues and relating it to the concepts within the chapter. This best-selling McGraw-Hill Human Resource Management title provides students with the technical background needed to be a knowledgeable consumer of human resource (HR) products and services, to manage HR effectively, or to be a successful HR professional. While clearly strategic in nature, the text also emphasizes how managers can more effectively acquire, develop, compensate, and manage the internal and external environment that relates to the management of human resources. Gary Dessler deals in his book about the Human Resource Management. book provides a comprehensive review of personnel management concepts and practices. It focuses on the high-performance organization, building better, faster, more competitive organizations through HR; while continuing to offer practical applications that help all managers' deal with their personnel-related responsibilities. A six-part presentation covers the strategic role of human resources, recruitment and placement, training and development, compensation, labor relations and employee security, and international HRM. For human resource personnel, especially managers.

According to George W. Bohlander, Scott A. Snell, (Managing Human Resources) he tried to Covers all aspects of human resource management and its impact on both individuals and organizations. The text builds on a foundation of research and theory, taking a practical approach focusing on critical issues and successful practices. Users and
reviewers of the text praise its pleasant writing style, user-friendly design, and highly effective examples. In fact, over 500 different organizations from a variety of settings are used as examples to illustrate key points. The Highlights in HRM examples provide exact illustrations of organizational practices and policies. Important issues and critical trends are spotlighted in each chapter and reflected in the comprehensive and chapter ending cases included in the text. Balance of theory and practice, hands on activities, applications, and examples will helps learners develop the competencies to understand and help their organizations create a sustainable competitive advantage through people.

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According to Richard M. Hodgetts, Kathryn W. Hegar, (Modern Human Relations at Work) the original intent of the book remains paramount: to provide an up-to-date book for readers who are novices in the area of human relations or for practitioners with little formal training in the subject. This edition examines the most interesting human relations developments of the early millennium. Many of these issues, while not found in other human relations textbooks, relate to current topics discussed in today's newspapers and magazines.
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Mr. Peter Dowling, Denice E. Welch, Randall S. Schuler, *(International Human Resource Management: Managing People in a Multinational Context)* highlighted in his book Written by authors with broad international experience, this current and comprehensive resource contains extensive international research and examples without losing its appeal to a U.S. audience. This book focuses on the choices that confront multinational enterprises in international HR management and factors to consider in making those choices.

According to Ronald R. Sims, *(Organizational Success through Effective Human Resources Management.)*

Not only are performance and human resources management (HRM) bound tightly together, but Sims even goes so far as to say that the way people are managed in coming decades will be the most important determinant of organizational success. He shows how success is determined by a firm's skill in HRM.

Lynda Gratton, Veronica Hope Hailey, Philip Stiles, Catherine Truss, *(Strategic Human Resource Management: Corporate Rhetoric and Human Reality.)* tried to put his views on,"Life is tough in organizations, both for managers and the managed. Negotiating the rapids of restructuring, downsizing, and refocusing the core business
brings with it huge upheavals in job security, the smashing of traditional career structures, and a constant imperative for employees to update...

According to Ronald J. Burke, Cary L. Cooper, (Reinventing Human Resources Management: Challenges and New Directions) The authors of this text review the most current thinking on HR initiatives associated with current organisational performance and investigate how the field will need to mobilise in new ways to meet the demands of the future.

Abraham K. Korman, Allen I. Kraut, want to put his views that (Evolving Practices in Human Resource Management: Responses to a Changing World of Work) The ninth volume in the Professional Practice Series, sponsored by the Society for Industrial and Organizational Psychology, a division of the American Psychological Association The past two decades have seen astonishing changes in the way we do business that is highlighted in this work.

Chris Brewster, Hilary Harris, Paul Sparrow, highlighted in his book on,(Globalizing Human Resource Management) Establishing the agenda for global HR, this book looks through the eyes of HR professionals themselves. It gives a broad, coherent overview of the field of IHRM and a detailed, practical analysis of what is needed to be successful in this crucial area of modern management.

According to Dennis R. Briscoe, Randall S. Schuler, (International Human Resource Management: Policies & Practices for the Global Enterprise.) An ideal foundation text for international human resource management, this text represents most of what is currently known or experienced within the field.

Paul G. Kaponya, (The Human Resource Professional: Tactics and Strategies for Career Success.) want to put his views
This first of its kind book addresses the very special tactics, strategies, and modes of behavior the human resource management function demands of those who want to succeed in a field that faces a work environment roiled by rapidly-changing technology, and increased domestic and global competition.

E. Patrick McDermott, Arthur Eliot Berkeley, (Alternative Dispute Resolution in the Workplace: Concepts and Techniques for Human Resource Executives and Their Counsel) highlights on the explosion of workplace litigation and the skyrocketing costs associated with it, employers in both the private and public sectors are seeking new ways to swiftly and inexpensively resolve disputes with their employees. Alternative dispute resolution (ADR) procedures offer ways to do this.

Richard Rudman, (Performance Planning and Review: Making Employee Appraisals Work.) he tries to opined on appraisal work, he stated that,

New edition of an established text for managers and students on performance planning and review. Updated to include contemporary practices such as 360-degree feedback and team performance planning and review, the book reinforces that this essential management tool is a continuous process, not a once-a-year event.

According to Carol T. Kulik, (Human Resources for the Non-HR Manager.)

Human Resources for the Non-HR Manager appeals to anyone interested in management issues. The book explains why human resource issues are increasingly the responsibility of front-line managers, and not the HR department. Chapters present the basics of HR-the fundamentals of hiring, performance.
Pawan S. Budhwar, Yaw A. Debrah, *(Human Resource Management in Developing Countries)* highlighted in his book that,

Bringing together contributions from leading HRM academics, this unique volume highlights the main national factors which significantly influence and dictate HRM systems in developing countries. The subjects include Human Capital in Developing Countries, Management, and Personnel Management in Developing Countries.

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According to Timothy Dean Keeley, *(International Human Resource Management in Japanese Firms: Their Greatest Challenge)* he put his opinion in his book, This book examines one of the greatest challenges facing Japanese multinationals as they continue to expand foreign direct investment: how to integrate local managers into the management process of overseas subsidiaries, as well as in that of the

Audrey Mathews, highlighted in his book *Diversity: A Principal of Human Resources Management*, Journal of Public Personnel Management, Vol. 27, 1998, that, The article...understand their role in human resource management and applying organization...The subjects include Civil service--Personnel management, Human resource management--Technique, Workplace multiculturalism--Management

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broad international experience, this current and comprehensive resource contains extensive international research and examples without losing its appeal to a U.S. audience. This book focuses on the choices that confront multinational enterprises in international HR management and factors to consider in making those choices.

According to **Ronald R. Sims**, *(Organizational Success through Effective Human Resources Management.)*

Not only are performance and human resources management (HRM) bound tightly together, but Sims even goes so far as to say that the way people are managed in coming decades will be the most important determinant of organizational success. He shows how success is determined by a firm's skill in HRM.

**Lynda Gratton, Veronica Hope Hailey, Philip Stiles, Catherine Truss**, *(Strategic Human Resource Management: Corporate Rhetoric and Human Reality.)* tried to put his views on,"Life is tough in organizations, both for managers and the managed. Negotiating the rapids of restructuring, downsizing, and refocusing the core business brings with it huge upheavals in job security, the smashing of traditional career structures, and a constant imperative for employees to update...

According to **Ronald J. Burke, Cary L. Cooper**, *(Reinventing Human Resources Management: Challenges and New Directions)* The authors of this text review the most current thinking on HR initiatives associated with current organisational performance and investigate how the field will need to mobilise in new ways to meet the demands of the future.

Psychology, a division of the American Psychological Association The past two decades have seen astonishing changes in the way we do business that is highlighted in this work.

Chris Brewster, Hilary Harris, Paul Sparrow, highlighted in his book on *(Globalizing Human Resource Management)* Establishing the agenda for global HR, this book looks through the eyes of HR professionals themselves. It gives a broad, coherent overview of the field of IHRM and a detailed, practical analysis of what is needed to be successful in this crucial area of modern management.

According to Dennis R. Briscoe, Randall S. Schuler, *(International Human Resource Management: Policies & Practices for the Global Enterprise.)* An ideal foundation text for international human resource management, this text represents most of what is currently known or experienced within the field.

Paul G. Kaponya, *(The Human Resource Professional: Tactics and Strategies for Career Success.)* want to put his views

This first of its kind book addresses the very special tactics, strategies, and modes of behavior the human resource management function demands of those who want to succeed in a field that faces a work environment roiled by rapidly-changing technology, and increased domestic and global competition.

E. Patrick McDermott, Arthur Eliot Berkeley, *(Alternative Dispute Resolution in the Workplace: Concepts and Techniques for Human Resource Executives and Their Counsel)* highlights on the explosion of workplace litigation and the skyrocketing costs associated with it, employers in both the private and public sectors are seeking new ways to swiftly and inexpensively resolve disputes with their employees. Alternative dispute resolution (ADR) procedures offer ways to do this.
Richard Rudman, *(Performance Planning and Review: Making Employee Appraisals Work.)* he tries to opined on appraisal work, he stated that,

New edition of an established text for managers and students on performance planning and review. Updated to include contemporary practices such as 360-degree feedback and team performance planning and review, the book reinforces that this essential management tool is a continuous process, not a once-a-year event.

According to Carol T. Kulik, *(Human Resources for the Non-HR Manager.)*

Human Resources for the Non-HR Manager appeals to anyone interested in management issues. The book explains why human resource issues are increasingly the responsibility of front-line managers, and not the HR department. Chapters present the basics of HR-the fundamentals of hiring, performance.

Pawan S. Budhwar, Yaw A. Debrah, *(Human Resource Management in Developing Countries)* highlighted in his book that,

Bringing together contributions from leading HRM academics, this unique volume highlights the main national factors which significantly influence and dictate HRM systems in developing countries. The subjects include Human Capital in Developing Countries, Management, and Personnel Management in Developing Countries.

According to Paul Sparrow, Chris Brewster, Hilary Harris, *(Globalising Human Resource Management.)*

Establishing the agenda for global HR, this book looks through the eyes of HR professionals themselves. It gives a broad, coherent overview of the field of IHRM and a detailed, practical analysis of what is needed to be successful in this crucial area of modern management.
The subjects include International Business Enterprises--Personnel Management


According to Timothy Dean Keeley, (International Human Resource Management in Japanese Firms: Their Greatest Challenge) he put his opinion in his book, This book examines one of the greatest challenges facing Japanese multinationals as they continue to expand foreign direct investment: how to integrate local managers into the management process of overseas subsidiaries, as well as in that of the parent companies themselves. The subjects include Industrial Management--Japan, International Business Enterprises--Management, International Business Enterprises--Personnel Management, Organizational Change--Management.


Peter Zorkoczy, opined in his book entitled "Information Technology: An Introduction "The use of information technology (IT) has revolutionized the structure of management and the nature of
competition in a variety of industries. It is especially important in the service sector, which now accounts for about 74 percent of the value added in the U.S. gross domestic product (GDP) and about 76 percent of national employment (Table S.I) and enjoys a healthy $52 billion trade surplus.

According to National Research Council (U.S.). Information Technology in the Service Society: A Twenty-first Century Lever


"If the automobile and airplane business had developed like the computer business, a Rolls Royce would cost $2.75 and would run for 3 million miles on one gallon of gas. And a Boeing 767 would cost just $500 and would circle the globe in 20 minutes on five gallons of gas." Tom Forester's comparison points up the dramatic reduction in the cost of computing and this collection of essays he has assembled unfolds the equally dramatic changes that the revolution in electronics, computing, and telecommunications has brought about in the way we live and work—and maybe even think. "The Information Technology Revolution "emphasizes actual case studies and much of the material has been written by computer engineers in the front line of technological change. Extensive chapters deal with the revolution in telecommunications, artificial intelligence and the "fifth generation" of supercomputers, the rise of the personal computer and the use of information technology in schools, factories, offices, banks, shops, and hospitals. Among the social issues discussed are computer crime, privacy, the impact of new technology on women, the Third World, 'smart' weapons, and the future

**Tom Forester,** *(High-tech Society: The Story of the Information Technology Revolution)* highlighted in his book that, High Tech Society is the most definitive account available of the technology revolution that is transforming society and dramatically changing the way we live and work and maybe even think.

According to **Anand and Shapiro,** *The Economics of Information Technology: An Introduction*

The work covers Competition and market power, Technology and market structure, market structure, Intellectual property, switching costs, intellectual property, Information technology, The Internet boom, Moore's law, open source, combinatorial innovation, Differentiation of products and prices, price discrimination, consumer surplus, marginal cost Switching costs and switching costs, price discriminate, inkjet Bottom of Form Concise and accessible review of some of the important economic factors affecting information technology industries.

**Concluding Remark:-**

There is no dearth on the study on Human Resource Management of local self Government around the globe but very few study has been done on Human Resource Management of local self Government polices in india. No attempt has so far been made for the study of Human Resource Management of local self Government for Marathwada region
in particular. Hence, the present study is a sincere effort to fill up this gap.

References:-


6. Mclean, Ian (2002), Fiscal Federalism in Australia,

7. Boadway, Robin and Ronald L Watts (2004), Fiscal Federalism in Canada, the USA and Germany, IIGR.


