ACKNOWLEDGEMENTS

The inchoate thought of my doing research in the area of applied behavioural science was first given shape by Dr Somnath Chattopadhyay, who helped focus my ideas and inspired me to undertake this venture. Both he and Dr Udai Pareek spent considerable time going over the ground with me and delineating the probable boundaries of this piece of research. Dr TV Rao, helped bring these thoughts and ideas to fruition by agreeing to be my guide.

In association with Dr Chattopadhyay I had the privilege of being actively involved in a series of assignments on organisation development. These organisations (whose names I refrain from mentioning for the sake of confidentiality) allowed me unencumbered access to their systems and people. To them, my sincere gratitude. My thanks to Dr Chattopadhyay, Dr TV Rao and Ms Sukhvarsha Roy for looking at the earlier drafts and their valuable comments. They provided tremendous encouragement and support as well as guided me throughout with their insightful suggestions and personal attention to the design and contents of this research.

Mr Vijay Mahajan contributed by refining some portions of this thesis as well as by egging me on to focus and finish writing.

I acknowledge with enormous gratitude the help given by Dr RN Sharma, the then Vice President (Administration and Raw Material) of TISCO, who not only created space for a major portion of the work reported here and allowed me to apply the needed
interventions in the organisation, but made himself available to me for planning the interventions and their implementations and follow-up, sharing his ideas from his vast experience. He has been a continuous source of inspiration, and so was Mr YP Dhawan, Director of the Jamadoba Group of Collieries, TISCO, and his colleagues. I am grateful to TISCO Management for granting me permission for using the data generated for use in this thesis.

My thanks also to all those—organisations, groups and individuals (too many to name separately) who by their enquiring about the progress on my research, kept me going, despite ups and downs through this fairly long, and at times, tedious journey.

I am also thankful to Mr Girish who understood what I wanted and rose to my unrealistic demands to do an excellent job of typing the entire thesis, under heavy pressures of time.

The support and understanding from my wife and son helped me complete this work.

Grateful thanks to them all.