CHAPTER - II

REVIEW OF LITERATURE
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2.1 INTRODUCTION

The concept of HRD is evolved in the West in the second half of the 20th century. In India, the concept of HRD was introduced for the first time by Larson & Tubro in private sector. In 1978, the concept was adopted by Bank of Baroda, & in 1979, it was adopted by State Bank of India.

In the year 1980, Udai Pareek & T.V. Rao, IIM, Ahmedabad, published their work “Designing & Managing Human Resource System”, and started HRD experimentation in India. The success of BOB, SBI and L & T, motivated public and private sector organizations to implement HRD model in their organizations. An HRD National Network was established in 1985. Since then, Academicians, Consultants, HRD Managers and Senior Line Managers from government institutions, public and private sector industries have presented papers covering empirical, theoretical and experience based materials. Academic and Business press also responded favorably to the HRD concept. It created an awareness of HRD among management students and scholars. The government of India also established an HRD Ministry. In 1990, the emphasis shifted to Human values and productivity through people. The American Society for Personnel Administration (ASPA) was renamed as the Society for Human Resource Management (SHRM). The process of liberalization of the Indian Economy began by the year 1991. The Captains of Indian Manufacturing and Service Organizations realized that for staying competitive and viable in the global market, the Human Resource was precious.
The experimentation regularly reported in the print-media and the HRD literature published in the West, began to influence and shapes the HRD practices in India. The HRD literature, noticed differences in presentation styles & terminology between the pre-and –post 1995 literature. A confidence born out of knowledge gained from experience has taken realistic view of problems and offered pragmatic solutions. The review is restricted to the literature only in respect of HRD issues like Role Analysis, Human Resource Planning, Recruitment, Selection, Placement, Induction or Orientation, Performance Appraisal and Potential Appraisal, Career Planning and Development Employee Training, Management Development, leadership and supervisory styles, Organization Development and Change, Workers Participation in Management, and Quality of Work-life, Quality Circles, Employee Counseling, Team Management, being studied under this work.

A brief review of literature is presented in the following paragraphs.

2.2 HRD: A REVIEW OF LITERATURE

1) Shaikh T.S (1978) in his Ph.D. Thesis “Personnel Policies and Administration in Urban Banks” reported that for getting good personnel to Banks all vacancies should be advertised, selection committee should add with expert in it, all interviews must be formally arranged, and proper induction program should be arranged for new employees. He further stated that there should be a separate Human Resource department, planned training programs, clarified promotion criteria known to all, scientific performance appraisal system.

2) Bhatia S.K (1986) in the research Article “Training In Public Enterprises: Future Directions” reported trend in the area of
training in public enterprises in the context of the need to meet the challenges in the public enterprises as, Human Resource training would be the dominating concern; Market changes and competition would be another trust area of an environment change, affecting future training goals; and more emphasis had to be placed on training in attitudes and behavioral changes as compared to skill to bring about a change in work culture. He recommended setting up ‘Training Institute’ for trainers at National level.

3) Venkataraman K (1986) in “Sensitivity Training to Improve Inter-Relations” focused on experience based learning of employees, in which they work together in small group to examine the experiences, feeling and behavior. It is said to provide a low-risk environment for a person to experiment with different ways of changing his behavioral pattern. Sensitivity training is an integral part of HRD used for team building and for attaining organizational goals.

4) Fernandez Z. B (1987) in his M.phil dissertation “A Study of the Impact of Co-Operative Training and Education on Management of Co-Operatives in Kolhapur District” stressed that a practical training is useful to increase the effectiveness of Co-operatives. He further adds that frequent training for new techniques, and more visits to different co-operative institutions of knowledge will prove to be effective for the employees of co-operatives.

5) Kamra P.K. (1987) in the Book “Co-Operative Management” mentioned HRM activities in part I and HRD activities such as training, its significance, orientation, on the –Job training, issues of
training, employee participation, and recognition of the union in
the part II of the book.

Selected Public Sector Undertakings In Maharashtra And
Goa” suggested to imparting long term training, appointing a
director (T&D) as concrete step towards H.R.D., valid and reliable
performance evaluation system, and issuing appreciation letters to
outstanding employees. Researcher had considered only
recruitment, selection, training and development and performance
appraisal. He focuses on employee counseling etc. and use of
computer in functioning of HRD effectively.

(1988) published the Book, “Alternative Approaches and
Strategies of Human Resource Development” in which they lay
specific emphasis on the basic theme of HRD. This book is a
collection of papers presented in the conference of National HRD
Network held at Madras between 10th and 13th September 1987. Out
of 27 papers, 10 were conceptual and 17 were the experience
shared from public and private sector. The delegates were eminent
and renowned personalities in the HRD field from public and
private sector such as S.Chandra, T.V.Rao and Jerome Joseph,
M.B.Puranik, S.Chandrashekar etc.

Management Practices of Dairy Cooperatives in Satara District
(Maharashtra)”, reported general management practices along
with personnel matters of the dairy co-operatives. He found poor
employee participation in management, and only on the job
training method was used to train the lower level employees.

10) Rele Yatin (July 1988) in “Training Effectiveness” has advised that for 100% efficiency of employees, a continuous training may be provided to update the skills of employees for their present or new jobs. An effective training can be provided to employee on their job. The effectiveness of training depends on the constant efforts of adjusting training, aligning it, making field manager perceive its effectiveness and transforming the participants not only in functional skills but also in their attitude. Being training an essence of HRD, proper care should be taken to increase its effectiveness.

11) Screwvalla Z.S (Feb.1988) in the article “Pursuit of Management Excellence in Banks” states that an organization should sustain its viability and optimize its growth, according to parameters offered by the potential in the market place. The effort and investment in improving manpower requires the highest priority for a business organization. He insisted for employee’s competencies building, proper training program arrangement and proper performance appraisal systems implementation.

Development for improving the productivity through a new culture, encompassing positive attitude and high level of discipline. The author has complies the thoughts of eminent experts on strategic approaches and experiences of HRD.

13) Krishnamurti M (1989) in the Article “Human Resource Development” has summarized the existing problems understood out of his own experience in various banking assignments and feedback received from interaction with officials in various banks which urges the ‘need for sincere approach’ towards H.R.D. activities.

14) Parthsarathi (1989) has stated in his Article “Identification of Training and Development Needs” that the real need is the identification of training need. The Author has reported the use of role analysis in identification of training needs which helps the organization to increase its training effectiveness and the role of employees for effective performance. The Author has suggested steps like identification of capabilities; technical/functional capabilities, administrative/management capabilities, conceptual capabilities, behavioral/process capabilities, identification of the gaps in capabilities possessed etc.

15) Akhilesh K.B.and Nagaraj D.R. (1990) in their Book, “Human Resource Development 2000 – Indian Perspectives”, a volume of specially prepared paper on HRM profession, presented in a National Round Table Conference, organized by NIPM. It was stressed that due to competition, industries are compelled to bring in additional capital, develop new technologies, find new methods in increasing workers contribution and change altogether the existing systems. But people have to appreciate the new
responsibilities, new work ethos and new plans, considering the importance of new work patterns and challenges. The delegates focused on HRM profession in India, its education and development and HRM profession and role of NIPM.

16) Goenka G.P. (1990) stated in AGM held on Aug. 31st, 1990 that industrial relations in his company were harmonious and cordial. The company was able to achieve the results due to the dedicated, participative and co-operative efforts of employees. The Chairman further reported that, due to the best workforce and industrial relations, the company had achieved the desired goals. The HRD activities resulted in developing best workforce and industrial relations.


18) Gupta, Rajan (1990), in his PhD thesis published in a book form and titled as ‘Implementing HRD’ has given chronological account of his experience of action research. The publication based on the authors doctoral work, is a contribution to the conceptual insight into the process of action research/OD, as much as to the understanding of the process of implementation of HRD. The author’s concept of multi-level action research system (MARS) is a significant contribution to action research & OD.
19) Bansal, M.P. (1991), has published his Ph.D. thesis in a book form with a title ‘HRD IN Public Enterprises’. He made an in-depth study of HRD in SAIL. The study is based on field survey, personal interviews and a review of published material. The book contains conceptual study of HRD, its processes and scope, an overview of HRD in public sector undertakings in India, profile of Steel Authority of India Ltd, the components of HRD practiced in SAIL. Author has given detailed account of implementation of HRD tools like OD, Training & Development, Performance Appraisal, career advancement etc.

20) Arahunasi U.H (1992) in his M.Phil Dissertation “A Critical Evaluation Of Performance Appraisal In Selected Industrial Organization” stated that favorable attitude of the employees towards the appraisal system should be created, the performance appraisal (P.A.) system should be treated as ‘problem solving’ system, every promotion should be made purely on performance basis, organization must bring the participative approach of employees in the P.A. system, training to appraiser and appraise should be given about the P.A. system, proper feedback system need to be installed for the employees, and good performance should be linked with special increment, promotion and rewards.

21) Sondhi Mantosh (1992), at the company’s sixth AGM held in Bombay on Aug 28, 1992 stated that companies all over the world recognize training and development of their human resources as the single major contributor to corporate growth, innovativeness, dynamism and prosperity. Management development programs were conducted through workshops, seminars and cross functional task forces to encourage participation and to foster a vibrant,
dynamic, customer oriented team. The Chairman’s speech reveals the need of training and development activities for HRD.

22) Dashawant B.R. (1992) in his M.Phil Dissertation “Workers Participation in Management with Special Reference to a Co-operative Sugar Factory” reported that, management should create an atmosphere conductive for industrial democracy in the factory, workers should be made shareholders of the factory, management should formulate different shop councils and a joint management council and worker’s director should be elected from among the employees. Workers Participation in Management is one of the activities of Human Resource Development.

23) Vishwanathan B.S (1992), in his article “HRD in co-operatives in India” has stressed that HRD should broadly cover the development of skills in three areas, that is technical, human, and conceptual. He emphasizes on the imminent need for overhauling the policies and programmes relating to HRD in co-operatives. He suggests that HRD cells in the state government and national and state level co-operative institutions should be established. They will concentrate on functions of human resource development.

24) Sharma B.D (1992), has made it clear in his article entitled “HRD in Co-operatives: Some Important Issues,” that the approach to training has been oriented towards the management of co-operatives as government controlled/administered institutions rather than as independent business enterprises running on their own strengths and efficiency. The isolated efforts to evolve workable system for HRD at enterprise level are not sufficient. Hence a well thought out and practical HRD strategy needs to be formulated.
25) Dharm Vir (1992), in his article “Co-operative HRD – Indian Perspective” has shared his views about co-operative education and training activities. Therefore HRD may be considered as an important part of the co-operative value system. He has attempted to describe HRD activities in the dairy sector of Indian co-operative movement. He adds that the National Dairy Development Board of India has achieved a great success and has got a worldwide attention.

26) Singh, U.B. (1992), has published his Ph.D. thesis under the title “HRD-A Case Study of U.P. Electronics Corpo. Ltd., Lucknow.” The author has made an attempt to present his work in a comprehensive way, covering all aspects of HRD. It has been attempted in this book to grasp the intricacies of HRD with two-fold faces, i.e. training as a ‘tool for improvement of specific skills of the non-managers’ and ‘development of the managers’. The book analytically discusses the ways to convert the traditional personnel functions to the development mechanisms. It urges upon the need of HRD even before the selection of the personnel. How the conventional tool of performance appraisal can be used for developing personnel to help achieve the organizational objectives is one of the many themes of the book.

27) Dayal, Ishwar (1993), in his book titled as “Designing HRD Systems”, has clarified both the differences and the links between HRD and HRM. He has discussed the important considerations for designing an effective HRD programme in an organization; the book has categorized HRD practices in Indian organizations. The author has discussed the various aspects of designing, developing and evaluating effectiveness of the programme from his
experiences as a teacher and a consultant in several organizations in India and abroad.

28) Rao, T.V., Silveira, D.M., Srivastava C.M. and Vidyasagar Rajesh (1994), in the book “HRD In The New Economic Environment” highlights that, due to liberalization of the Indian Economy, many changes are taking place in the corporate sector, related to the quality products and services, cost effective and efficient, improvement in technology to upgrade work methods, work norms, technical and managerial skills, and employee motivation to face challenges. They felt that HRD plays important role in bringing out the desired changes.

29) Rao, T.V. (1994), has given his views in the article ‘HRD: Role of New Ministry’, in which he has explained the concept of HRD at national level and the role of HRD ministry in detail. “Training” is one of the HRD mechanisms, and HRD does not mean only training. HRD ministry has its role much beyond education and makes it a very important and critical agency in nation building.

30) Singh, I.P. (1994), in his article, “The Need for a focus on HRD for Workers”, has expressed that HRD for workers is quite different in content and process from HRD for the managerial staff. Similarly, different types of programmes may have to be designed for workers of different sectors. These programmes are training, counseling, participation, welfare, quality of work life, quality circle, and grievance mechanism. In the article, on the basis of survey he has taken, he observed that the organizations gave more importance to training of workers. But there were inadequate facilities for workers development. He concludes that the line
managers should be sensitive to the problems of workers and should undertake a lot of HRD activities for workers.

31) Dikshit U.K. (1995), Ramchandran Reena (1995) stated that, company’s notable increase in net profit (84%) during this year was only due to efforts taken to encourage participative culture in the company. She added that, much emphasis had been given on efficiency improvement, optimization of operations, effective management of inventory and information, higher capacity utilization, strengthening customer relations, team building, self management and continuous appraisal of employees. She opined that effective adoption of HRD activities would have brought better results.

32) Monappa Arun and Saiyadain Mirza (1996) in the Book “Personnel Management” have thrown light on HRD activities such as, recruitment, selection, interview, training and development, career planning and development, performance appraisal, compensation, employee welfare, grievance procedure, workers participation in management, communication, job enrichment and work redesign, quality circle and quality of work life.

33) Solman Martyan (1996) in his Book titled “A Hand Book for Training Strategy” offered new models of training and practical guidance on how to proceed with training. The main aim of this book seems to inculcate the new approach in operating experience. The part- I of this book outlines the new context in which training must be delivered, part-II tries to shift attention to practical issues and part-III discusses the role of training functions and the place of the trainer.
34) Pareek Udai (1997) in his Book “Training Instruments for Human Resource Development” has given information of various HRD instruments related to personal orientation and behavior. He has given instruments for personal interpersonal styles, their roles in organizations and non-corporate sector. He further explained satisfaction schedules, role efficacy, organizational learning, role satisfaction and isolation, trainer’s style, consulting style, life styles and aspect of motivation and personal effectiveness. The author provides various need based training instruments for HRD professionals.

35) More B.D. (1997) in his Ph.D. Thesis “A Study of HRD vis-à-vis The Changing Scenario with Special Reference to Police Department in Maharashtra” suggested HRD instruments and models for effective functioning of police department. He expressed need for periodic survey of HRD climate, training to police personnel, meaningful performance appraisal system, purposeful career planning system consisting of central career counseling and training information cell, restructure the compensation system, sufficient welfare facilities, set-up regional police preparatory schools for future human resource, recruit HRD Professional and one-day work shop for all policemen on continuous basis. Researcher had suggested models for HRD activities.

36) Billimoria R.P. (1997), in his Article “HRD Strategies for Globalization” outlined the trends in the coming decades of globalization and discussed various external HRD strategies. He wants to ask: What is the weakness in our system, which makes our top executives concern themselves primarily with authority and
accountability and put such low value on growth factors which are the reasons of their existence? Being able to respond to change is important, it is the responsibility of training department to monitor the changes in the organization and environment and help to deal with them effectively, causing minimum disruption. Excellence is achieved by the organizations which concentrate on training and motivation of employees and their participation in management. Manager’s expectation of their subordinates and the treatment given to them determines their performance and career progress.

To achieve competitiveness, a forward looking, dynamic and challenging environment innovation hones the competitive edge. It includes new technologies and new ways of doing things. The person, the family, the community, the state and the employer should to contribute towards creating conductive environment, to the workers. The leader with the best of intellect and managerial techniques fail if he is not under control of healthy self. The author concluded that a prime HRD strategy should ensure a free flow of information and cultivate empathy so that employee can plan more meaningful strategies for the whole organization.

37) Gupta C.B. (1998) in his Book “Human Resource Management” has explained the various HRD practices such as, recruitment, selection, placement, induction, training and development, career planning, compensation, performance appraisal employee welfare, grievance procedure and future role of manager.

Banks and evaluated newly developed system to confirm its utility. He advised Banks that, training need should be properly identified, training should be time bound and restructured as per the need, the schedule of training and infrastructure should be prepared, pre and post training appraisal program should be conducted and cost benefit favorableness of training program should be prepared.

39) Khan Sami A. (1999), in the article “What HR managers need to know in the New Millennium” has stated that technological transformation including the IT revolution coupled with globalization have driven companies to deepen their values and relationship with customers. Leadership as a business mantra is being replaced with learning. A new type of organization has emerged to face these challenges. In this new set up, people management has become a significant function. Author stresses that the new situation warrants newer set of skills and competencies to be acquired by the HR managers which this paper deals in depth. The author concludes that competence and skills are not enough; it is the attitude of the HR managers that will make them successful in this dynamic environment.

40) Hiremath P.R. (1999) in his Ph.D. Thesis “A Study of Supervisory Training and Practices in Selected Industries in Maharashtra” advised for National Policy on training and development similar to Britain, France and Japan. He further advised that top management selectively choose areas of training and support the training activity, National Training Centre be established in important cities in India with all facilities, trainer must be an outside expert-University person, also Teacher-Manager mix should be made –the
teacher should work in the organization for part-time and manager should teach some topic in institute, organization should give more attention on systematic development of supervisor for future, organization should establish training committee, variety of training methods should be adopted and continuous evaluation through T & Development officer should be done.

41) McNamara, Carter. (1999) in the Article “Management Development Planning” reported that, management development is a planned effort that enhances the learner’s capacity to manage organizations. According to the author while designing a management training plan one should-determine his/her learning objectives and activities, develop any materials required, plan implementation of management training plan, evaluate management training plan and experience and follow-up after completion of plan.

42) Suresh Kumar, Rongala (2000) in his Ph.D. Thesis “Management And Executive Training Programs And Their Impact On Productivity In Selected Industrial Units In Maharashtra” reported that improvement need to be made in training methods, organizations training courses and in training skills. He expressed need for accurate and systematic record system of training and performance appraisal results. Researcher had covered only training, performance appraisal and career planning sub systems of HRD.

43) Jain Trilok Kumar (2000) in his Article “Benchmarking: Another Tool in the HRD Toolkit for Organization Development” reported the concept of benchmarking – which is a comparison of an organization with its competitors organization, so as to identify
areas of improvement. It is similar, yet different from, many other popular techniques like BPR, TQM etc. Implementation of benchmarking depends on appropriate method, HRD approach, and training & development. Benchmarking uses a lot of data, facts and information in its process. Right interpretation of data and facts is essential. It is developing you, based on study of the best practices. Empowerments of people, combined with orientation about the theme of benchmarking are central for effective implementation. It is excellent to share knowledge, even with competitors. It is essential to open up attitudes and approach towards broader learning.

44) Alphonsa V.K. (2000) has published his study conducted in a large private hospital in Hyderabad under the title “HRD Climate in a Private Hospital in Hyderabad An Empirical Study” This study has attempted to analyse HRD climate, as perceived by the supervisors, and suggest that top management of the hospital may further advance the hospital policy in enhancing the physical, mental and emotional capabilities of the individuals, in order to create and maintain a productive HRD climate.

45) Shaikh Arifur Rehman H (2001) in his M. Phil. dissertation “A Case Study of Human Resource Management Policies and Practices at Indal, Belgaum” reported that, organization should give more attention on formulating manpower planning and should think external sources rather than internal. It should adopt the latest techniques of attitude and psychological test while selecting the employees and workers should be encouraged to participate in determining their training needs. Lastly, organizations should used videotapes, computer simulation in addition to on-the-job training.

47) Chavare D.T. (2001) in his Ph.D.Thesis “A Study of HRD in Vocational Education Institutions in Western Maharashtra” suggested a uniform policy for recruitment in Western Maharashtra. He suggested that, advertisement should be given in Marathi newspapers, vocational education staff selection commission should be formed and vocational education based training should be arranged. The Researcher had discussed some aspects of HRD such as recruitment, selection, training, development, organization development, reinforcement and career planning.

48) Pattanayak Biswajeet and Niranjana Phalgu (2001) in their Article “Assessing Competency, The Scientific Way” reported that, competencies of human resource in organization need to be assessed and developed scientifically. Competency is basically a combination of knowledge, attitude and skills, which prepare an individual for many tasks and jobs for life. The author has reported essential features of an assessment center which are: Job analysis, multiple assessment techniques, situation exercises, Behavioral responses, Behavioral observations, multiple assessors, trained assessors and integration of observations.

for Leaders” concluded that, symbolism constructs and conveys meaning, evokes emotions, affects perceptions and beliefs and influence actions. Organizational structure, technology, leadership, power, communication and so on, have a symbolic component. They are intended or inferred to convey meaning and significance beyond intrinsic content. Although some symbols are institutional (logos, company posters, slogans and so on), some other are expressive (dress code, rites, rituals, stories, ceremonies and so on).

Without careful monitoring, the study of symbolic can be mislead and in turn counterproductive. Careful attention towards symbols can provide a deep, rich and worthwhile understanding of organizational culture. The fundamental challenges before a leader are to lead non-rationally, understand cultures myths, and to live with symbols, rituals, ceremonies and stories and shape them for company’s success.

50) Rao, T.V., Rao Raju and Yadav Taru (2001) in their research article have attempted to highlight the current HRD practices in India in relation to various HRD systems and lastly it attempts to examine the extent to which HRD implementation meets the criteria of the Integrated HRD systems approach of Pareek and Rao (1975, 1977) and using this analysis, comment on the prerequisites for the success of other recent HRD frameworks for Asian Countries. Data from HRD audits of 12 Indian organizations indicated that HRD function is not well structured is inadequately differentiated, poorly staffed, and fails to meet the requirements of the Integrated HRD systems Approach evolved for Indian organizations by Udai Pareek and T.V. Rao for L & T, when they were with IIM, Ahmedabad.
51) Sharma P.S. (2002) in his article “Management Excellence in Cooperatives” has told that for bringing about overall efficiency of the cooperative sector, promotion of leadership development programme is essential and should be made an integral part of HRD strategy within the overall plan of growth and development of cooperative organizations. The members of the Boards of Directors should be trained in the leadership development programmes. The ‘Cooperatives should take advantage of latest trends in the education and training modules evolved under HRD network jointly set up by International cooperative Alliance (ICA) ILO

52) Rao, T.V and Rao Raju (2002) in the publication “HRD in Asia – Trends & Challenges” have published their article titled as “A study of Leadership Roles, Styles, Delegation and qualities of Indian CEOs”. In this article they have attempted to identify the impact of three different Leadership styles on the learning climate generated in the organization as perceived by 48 top level managers in a company. The leadership styles studied is: benevolent or paternalistic style, critical style, and developmental style. The impact variables studies include the extent to which they produce loyalty and dependence, resentment and counter dependence and learning, job satisfaction and morale. The study indicated that while benevolent style creates dependence and resentment, critical style creates resentment and it is developmental style that tends to create learning and job satisfaction. The findings are in expected directions. The implications of these findings for change in leadership styles using 360 degree feedback are discussed in this article.
53) Bhide P.V and Sayeed O.B. (2002) has published their article in a book titled as “HRD in Asia –Trends and Challenges” (2002), they have concluded that leadership style has significant impact on creating favorable HRD climate and higher role efficacy, which can help in motivating and inspiring subordinates in the transformational change process. Further they have added that Nurturing –Task Leadership style was found to be most effective leadership style to create favorable HRD climate and higher role efficacy. It is rather difficult for many managers to change their leadership styles drastically. The research shows that, depending on the high or low dependency of subordinates the leaders can vary their dominant style to a high or low level to get significantly better result for creating more favorable HRD climate and high role efficacy.

54) Chauhan Daisy & Chauhan S.P (2002) in their article titled as “Future Directions for HRD: Aligning the HR Function to Organizational Goals” have concluded that HRD is a continuous process. With the accomplishment of certain goals there is need to re-examine HRD needs, priorities, instruments and strategies, HRD can be considered as an end and a means towards an end. HRD can transform the organization into a human system by developing their commitment and integrating the individual employees with the organization. HRD holds the key for economic development through enabling people to become more productive and investing in human resources pays in the long run.

The main challenge for organizations is therefore to create an “HRD spirit” within the organizations where the emphasis is
more on approaches that are result-oriented and employee-centered, integrating the HRD Strategy with the organization.

55) Ramanan C.V (2002) has highlighted the intricacy and importance of Potential Appraisal as a powerful tool for organizational and individual development and effectiveness. This short-article illustrates the difference between and improvement upon the traditional personnel appraisal tool. The author has designed a sample potential Appraisal Form to be filled by the appraiser and the reviewing officer which may serve as a practical guide to the corporate world.

56) Mishra Padmakali Ramakrishna and Bharadwaj Gopa (2002), had given an account under the title “HRD Climate: An Empirical Study among Private Sector Managers” and the study results revealed that the overall HRD climate in the organization covered under study was good. Significant differences were also observed among three levels of management with respect to different dimensions of HRD climate as well as overall HRD climate. Implications of results of the study are discussed.

57) Panchal M.K. (2002) in his M.Phil Dissertation “A Study of HRM In life Insurance Corporation of India with Special Reference to Solapur District” reported that, the training should be arranged, frequently. The computer training is also necessary for employees. The LIC should concentrate on employee welfare facilities such as canteen facility, recreation facility etc.

Here the researcher had surveyed only selected HR policies such as manpower planning, recruitment, selection, training and development, absenteeism.
58) Bhola S.S.(2002) in his Ph.D. Thesis “A Study Of Quality Of Work Life In Casting And Machine Shop Industry, In Kolhapur” suggested that employees should get the wages according to Minimum Wages Act, the sizable reserve fund should be created to invest in the variables of QWL, attempts needs to minimize the workers fatigue, proper infrastructure standard should be laid to avoid dullness in the work environment, safety space to be kept between two machines, safety guards, goggles, shoes, sanitary, drainage, floor cleanliness, drinking water, first aid etc. should be provided to employees, training and development, job diagnosis and redesign, career planning, employee security, team work, suggestion box etc. be arranged and there should be social interaction, intra-firm communication, social relevance of work and existence of unions, collective bargaining and joint management committee in the organizations.

59) Pattanayak Biswajeet (2002) in his Book entitled “Human Resource Management” focused on selected H.R.D. sub systems which help to evaluate performance of employees, provide career planning, training and development, better quality of work life and arrangement for quality circles, reward system and organizational development program.

60) Sayeed Omer Bin (2002) has re-examined the Kandula’s, (2001) study on HRD practices and facilitators to assess whether these constructs really measured practices and facilitators claimed by the author. Using the intermediate results of HRD practices and facilitators in matrix form, an attempt was made to establish the explanatory power of HRD facilitators Vis-à-vis practices, besides attempting to isolate such practices and facilitating variables that
maximally discriminate profit orientation of the company. The reanalysis revealed that practices and facilitator’s dimensions largely suffered from being no-specific and the dimension scores of both the measures overlapped with each other to such an extent that there is little chance to differentiate them as independent domains of HRD. It was demonstrated that due to using non-discriminitative psychometrically inadequate dimensions of practices and facilitators besides using a single response per organization, the main findings turned out to be less significant. The relationship with the profit making orientation of the company also showing primarily non-significant. The relationship with profit making orientation of the company also showing primarily non-significant results could be attributed to above reasons. A relatively short but conceptually distinct list of HRD practices and the facilitators are developed further research in this area.

Rao, T.V. & Rao Raju (2002) have narrated their study under title “A Study of Leadership Styles and Their Impact.” This study attempts to identify the impact of three different leadership styles on the learning climate generated in the organization as perceived by top level managers in a company. The leadership styles studied is: benevolent or paternalistic style, critical style and developmental style. The impact variables studies include the extent to which they produce loyalty and dependence, resentment and counter dependence and learning, job satisfaction and morale. The study indicated that while benevolent style creates dependence and resentment, critical style creates resentment. The developmental style of leadership tends to create learning and job satisfaction. The authors have concluded that the developmental
style is the most desirable style. It is associated with creation of empowerment, growth, learning, morale and satisfaction on the part of the employees. Benevolent or relationship dominant style has the potential of creating not only dependence but also resentment and avoidance of work.

62) Gupta, V.K. (2003), has published his study entitled as “HRD and Training in a Corporate Enterprise (A case study of Bharat Electricals Ltd.)” and has revealed that executives have not been given adequate formal training. They do not find the training interesting. But workers are fairly satisfied with the training. Author further observed that the good work needs to be rewarded and hence reward system requires to be reviewed. He finds that adequate delegation of authority is necessary in the organization. The author has attempted to analyze the training and development activities of the organization and tried to know the view-point of executives as to HRD programme of the company.

63) Gopala Krishna H.N. (2003), in his article “Training and Development: A New Approach at BEL” has reported about the new approach in which the identification of training needs of employees was done by training advisory committees. In the traditional methods, the employees were given training by following the beaten tracks like short listing training programmes from a standard list of programmes such as communication skills, Team Building ISO 9000, ISO 14000, TQM, Improving Quality of Life, MS-Office etc and prepare an annual calendar and throw the programmes open to everyone in the organization and wait for nominations. Another traditional method involved asking individuals to specify the training needs they believe they need in
their performance appraisal and consolidate them and make it a list of training programmes.

The authors state that HR managers need to move beyond the confines of these traditional methods. It is the responsibility of Line managers to determine what the organization and the individuals need to learn in order to fulfill their goods and objectives and build the kind of company they envision. The authors say that it is the responsibility of HR managers to translate these needs into training programmes. The author shares his experience in the Bangalore unit of BEL, where a new approach was attempted to give thrust to what the company needs for future and not what the individual wants and also to satisfy ISO 9000 requirements.

64) Rao C.Appa and Gupta A.P. (2003) have shared their experience under title “Training for Excellence at Rashtriya Ispat Nigam Ltd.” RINL is a public sector steel plant at Visakhapatnam, Which made a miraculous turnaround and is making net profit now. RINL has surpassed all other steel plants of the country in various performance parameters. The authors state that the strength of RINL lies in its HR. RINL has strategically planned development of this crucial resource through training and other initiatives. The article elaborates on how training has been systematically planned and implemented at RINL, how the management is involved in HRD; and how the training function is interwoven in the hierarchical web of the organization, bringing out commitment at all levels.

65) Ghosh Sauvik & Vijayaragavan K (2003) have given an account of their study which was undertaken in state department of
Agriculture, Haryana and two Non-Government organizations (NGOs) in the state of Haryana. Existing performance appraisal system (PAS) for the extension personnel was studied through a review of existing documents and in-depth interview with the help of semi structured interview schedule. The performance appraisal climate was measured based on the certain dimensions of the appraisal system, which influence satisfaction of extension personnel towards the existing PAS. A performance appraisal climate scale was developed on the basis of certain dimensions to measure the performance appraisal climate (PAC) through the certain steps.

The present study has revealed that the existing PAS has been designed essentially for the need of controlling employee’s behaviour and has been framed from ‘management’ point of view rather than ‘employee’ point of view. It lacks development orientation. The development-oriented PAS is expected more likely to produce positive and less likely to produce negative outcomes than existing PAS that are used only for control and administration. This development-oriented PAS is expected to improve the performance appraisal climate which will have a positive impact on overall organizational climate and job satisfaction of extension personnel. This offers greater scope to improve the human resources of agricultural extension organizations at minimum cost.

Gary Dessler (2003 in his book entitled “Human Resource Management” lays specific emphasis on Information Technology in HRD and its use in effectiveness of recruitment, selection and placement of an employee on the job, training, development, performance appraisal, career planning activities for employees,
compensation and maintenance of employees in the organization by highlighting HR’s roles” “HR Net” along with the “Strategic Overview” and “Strategic HR”.

67) Salokhe Vidya A (2003) in her book “Human Resource Development In Banks” strongly reported that, H.R. policies of each bank should be uniformly reoriented; there should be special training program for bank employees, transparent performance appraisal system and post appraisal interview, and separate career counseling and training information cell’. The bank may evolve appropriate modifications to the existing mechanisms of employee welfare and have HRD professionals appointed in the Banks.


69) Kandula, Srinivas R. (2003), presented many facts of H.R.M. in his Book “Human Resource Management in Practice with 300 Models, Techniques and Tools”. The author has developed different models through experience. He has described H.R.P., training, management development competency and career management, performance management, team building, communication, involvement and empowerment, organization development, change management and H.R. evaluation techniques.
R. Rani Geetha Priyadarshini & Venkatapathy R. (2003-04) have published their article titled as “Impact of HRD on Organizational effectiveness in the Banking Industry” in which they have concluded that a) the HRD practiced in the banks have a strong influence on their performance; b) greater the association between HRD practices and organizational effectiveness, greater is the performance of the banks; c) private banks have placed low emphasis on HRD practices in their organizations, which may be due to lack of adequate orientation and resource allocation towards developing their human factor. d) top performing banks have a higher extent of HRD practices in their organizations, which influences the effectiveness of their organizations and e) HRD practices in the organizations have impacts on the effectiveness of organizations and hence on their performance irrespective of their size and ownership.

They concluded that high extent of HRD practices and better performance go hand-in-hand and vice-versa which explicitly implies that HRD positively impacts organizational effectiveness and hence performance of banks.

Rainaye, Riyaj (2004) in his empirical study published under title “Training Effectiveness in Public Sector and Private Sector Commercial Banks : A Micro Level Comparative Study” has examined the training policy in two prestigious commercial banks, namely, state Bank of India and Jammu & Kashmir Bank Ltd. The author focuses on the various facets of training including management’s attitude towards training, induction training, training needs, and employee’s attitude towards training, training inputs, quality of training programs and transfer of training to the
job. The 23 – Item questionnaire “Training Effectiveness” developed by Rao (2000) was administered by the author to collect the primary data. Whereas the study records that the training scenario is, to a large extent, satisfactory, it evaluates the opinions of the employees of two cadres of both banks: in particular that it can be made fully effective only when the training needs assessment and transfer of training to the job are considerably improved, besides bringing in finer improvements in other dimensions. The results of this study, author opines, may have some practical significance for trainees, trainers, HRD planners and banks as a whole. The author has concluded on the basis of findings of the study that in JKB line managers are not involved in employee development; induction training is not of sufficient duration & not evaluated properly, senior executives do not interact properly with subordinate employees; training objectives are not sharply perceived and achieved; the bank does not well concentrate on development of human skills. However the bank has well maintained the standards of external training programmes and also in-bank programmes. In SBI, except training need assessment and transfer of training to the job, the working of training function is excellent. The employees of both the banks feel that training function in the banks cannot be made effective unless training need analysis (TNA) and transfer of training to the job are improved.

Rajagopalarao, Akula (2004) conducted “An Empirical Study on Employees Attitude towards Training and Job Satisfaction in Urban Co-operative Banks in Bangalore City” which reported that, management should change it’s outlook towards training and should provide customer oriented training. The researcher found
that most of the employees were not given orientation program at the time of placement and the employee expressed that training is necessary for efficient performance. The study indicates the need of ‘Training’ for better performance.

73) Gordon, L. Simpson, (2004) in his Article “Performance Appraisal- an Important Managerial Responsibility” quoted that performance appraisal should be viewed as a beneficial process in HRD. It should be accepted as a normal management responsibility to review the performance of all employees and should also discuss its results with them regularly. The author feels that the key elements of an effective performance appraisal system are like clearly defined performance standards, an effective monitoring system, regular discussion of performance, and development of appropriate action plans as a consequences of the appraisal etc. help employees to ensure, accept and yield more desired benefits.

74) Boris ,Groysberg, Ashish Nanda and Nitin Nohria (2004), Reported in their article named “The Risky Business of Hiring Stars” that, companies hire stars when the stars luster fades, the group’s performance slips and the company’s valuation suffers. The drivers of star performance are resources and capabilities, systems and processes, leadership, internal network, training and teams. An executive’s performance depends on both his/her personal competencies and also on the capabilities of the organization. The authors think that, in business, the only viable strategy is to recruit good people develop them and retain as many stars as possible. It sports the present study, as recruitment is one of the sub-systems of Human Resource Development.
75) Sawant Swapnil (2004), in his article “Space Age” emphasized on quality of work life parameter of HRD. He reported that, every organization should create an inspiring maximize employee comfort, a 6,500 sq.ft. area should accommodate just 90 people with decent common facilities-conference room, meeting room, cafeteria, server room, an electric room and a reception.

76) Sharma Priya (2004), in her article “Shaping Corporate Culture” reported major contributions towards meeting the goals and objectives of the organization as, a visible aspect of culture includes architecture and décor, dress codes, the organizational processes, structures and rituals, symbols and celebrations. Understanding culture in an objective manner is useful for business advantage, not understanding it can be detrimental to its development. Corporate culture depends on the company’s business goals and can be developed only through trial and error. The author feels that shaping corporate culture is the need of hour, and can be inculcated among the employees by effective HRD system.

77) Sayed Ashfaq (2004); In his article “Organizational Building A Challenge to Meet Business Goals” reported that H.R. department should be omniscient, omnipresent and omnipotent, Which would help in realizing the dream of building a great organization. He had given following guidelines for building a great organization team as – a) Never compromise on recruitment b) Always look for proactive, progressive and productive attitude candidate than his qualification. c) Always groom in house talent for higher positions than outsider. d) Always reciprocate and reward the performance of employees. e) A New employee has to
be trained suit the needs of the organization. f) Regular review of training effectiveness. g) Collaborative efforts of superiors in team efforts to fruitful level with productive inter-personal relations. h) Encourage and celebrate every movement of achievement. i) Continuous training and development of employees.

78) Ramanathan Gayartri (2004) in her article “The Culture of Change” revealed that, catalyzing change in corporate culture by managing people and talent is the new mantra in the Indian corporate. Management should develop inclusive and participative culture by better people management, using 360-degree feedback system to create a feeling of trust in organization and change from directive based top-down approach to a participative approach.

79) Khan, I.A. (2004), in his book titled as “Training and Development for Cooperative Management” has studied the training activities at country’s apex cooperative training institute i.e. Vaikunth Mehta National Institute of Cooperative management, Regional cooperative management and Institutes of cooperative management and junior cooperative training centers. Author has discussed in detail the various aspects of HRD, so as to provide skilled mangers, motivated cooperative personnel and good performers as well as stable and dedicated cooperator to the cooperative sectors.

80) Sahu Bishnu Prasad (2004), has published his Ph.D. thesis in a book form under title, “HRD for Industrial Workers” in which he has examined the migration pattern and settlement patterns of the tea garden workers in Assam, their socio-economic and cultural profile, evaluation of working conditions, study of labour welfare and implementation of labour laws analysis of roles of union and
political parties in the field of labour welfare activities. At the end of the article, author suggests suitable HRD mechanisms for the betterment of conditions in the matter of securing their social and legal rights.

81) Jain Uma, Pareek Udaí and Shukla Madhukar (2005) have edited the proceedings of the conference on “Leadership Development in the Globalized Economy: HRD Initiatives and Interventions in Organizations”. The book contains twenty four papers based on explorations, experiences, reflections and researches of HRD practitioners and scholars. In part III of this book are discussed the interventions for leadership development, in which the editors write that HRD and OD interventions can support and accelerate the process of leadership development in an organization.

82) Kalyani Muna (2005), in the article titled as “Training : The Emerging Trends in the Changing Scenario” has explored a new trend of training i.e. a role of “Cognitive dynamics” in training which is not apparent but drives the forces to the greater degree of competency and commitment and play an immense role necessary for learning to occur. The article further discusses the interplay of training and learning principles for congenial learning climate. In conclusion, author says that the drastic changes in the business scenario call for a speedy transformation of organizations. Training plays important role in helping organizations achieve change. Changes may throw an organization out of balance; seriously reduce its vigor until it can reach a new equilibrium. In this juncture training has been the best device in solving the disequilibrium and maintaining the required standard in time.
83) Raju T (2005), conducted survey on the various aspects of training viz., managements attitude, selection process, quality of training, Impact on individuals, impact on productivity and post-training assessment in different categories of banks in Coimbatore. His article “Training as an Effective HRD Technique in Banking Sector – An Opinion Survey” revealed that by and large the employees of different categories of banks appeared to be satisfied with most of the aspects of the training programmes. He further states that the attitudes of the employees towards the various components of training differed based on gender, position, age, educational background and experience.

84) Sheth Pinakin (2005), in “HRD through OCTAPACE culture”, has highlighted on OCTAPACE culture, OCTAPACE implies Openness, Collaboration, Trust, Authenticity Protection, Autonomy, Confrontation and Experimentation. Author has examined some of the changes, required in different sub-systems of HRD with special reference to the liberalized and globalized economy in the 21st century.

85) Balyan Ram Kumar (2005) has explained the role of HRD in the new economy policy in his article, entitled as “Emerging Trends and Challenges faced by HRM”. He expresses that the character of professionalism among the HRD practitioners is changing. He says that HRD manager has to study the mental make-up of workers and management and prepare them for training and changing their attitude positively towards the use of new technology.

has contributed to the knowledge in and often neglected area in HRD in public enterprises, with particular reference to women. She has evaluated the efficacy of HRD processes undertaken in four select public enterprises in A.P. She identified the problems experienced in the course of implementation of HRD programmes and ascertained the attitudes of employees towards these HRD programmes. She found out that not much worthwhile work is done in these four organizations for developing the competencies, skills, knowledge, abilities, experience, welfare, motivation, growth, career planning and development of women employees in these enterprises.

87) Rao, T.V. Rao, Raju & Dixit, Soumya (2005), have attempted to identify the effectiveness with which various leadership and managerial roles are performed by Indian CEOs, in chapter 10 of the book titled as “HRD : Challenges & Opportunities” edited by Dr. Neelu Rohmetra. In a case study of leadership roles, styles, delegation and qualities of CEOs across 26 firms, the results suggest that the Indian CEOs perform transactional roles more effectively than the transformational roles. The effectively performed transactional roles relate to managing impressions on their seniors, and not with juniors and unions. These CEOs follow a developmental style, characterized by consultative and transformative empowerment. Authors highlight how the development style of the Indian CEOs is oriented towards transformative empowerment of their subordinates, where the subordinates are encouraged to learn from their own experiences.

88) Rodriques Lewlyn L.R (2005) has published his study under the title “Industry-Institute Correlates of HRD Climate: Empirical
Study based Implications” in which he compared the HRD climate (HRDC) in the engineering institute with that in a public sector based on seven dimensions reflecting the nature of HRDC, and thereby, making suggestions to improve the HRDC in the institute. Through the empirical study results, suggestions are made to enhance the HRD mechanisms of the engineering institutes. Introducing a performance enhancement oriented HRD system seems to be the need of the hour with over 1250 engineering institutes in the country.

89) M.Srimannarayana (2005) has carried out study to assess the extent of HRD climate prevailing in small trading units in Dubai. HRD climate consists of general HRD climate, OCTAPAC culture and HRD mechanisms. Category-wise analysis leads to the conclusion that OCTAPAC culture was more prevalent than HRD mechanisms and general HRD climate. Training and performance Appraisal appeared to be more mature practices rather than career planning, rewards and employee welfare. He concluded that average HRD climate was prevalent in the small trading units. The author suggested the units to introduce fair employee welfare programmes and reward systems to improve employee satisfaction levels and subsequently to gain advantage from the satisfied workers to increase sales.

90) Saini Debi S. (2005), in his article titled as “HRD through Vocational Training: The Indian Model” has taken a broad review of India’s vocational training system. This VT system has oriented itself to the formal sector which employs just 7 percent of the country’s total workforce. Author stresses the need for an appropriate policy framework that responds to the requirements of
organised as well as unorganized sectors. He further states that development of an autonomous, transparent and professionally managed VT system requires a strong political will; commitment to a professional than a bureaucratic approach to issues; innovative and bold thinking on the part of government; and a greater sense of direction in governments working. He says that these suggestions can make substantial contribution in dealing with this important issue in a more holistic way. Author says that India needs to build a model envisaging a participatory approach in VT administration which must respond to economic and social demands. He concludes that in the formal sector, the VT policy has to be built on the edifice of better industrial-technical vocational co-ordination.

91) Rao R. Venkataraman (2005) has narrated his study titled as “Making Performance Appraisal an Open System.” The organization selected for the study is a public sector unit based at Bangalore. The study covers 50 executives selected randomly out of the total strength 200. The objective of study was to find out how the executives respond to the current appraisal system being made on open system. The result of study showed that the PAS should consider training needs of personnel. A good PAS helps in producing result-oriented officers in the highest posts. The PAS should reflect on individual attributes like his nature, career development, traits, potential for advancement, training needs, drawbacks, overall performance etc. If the PA is made open, it can lead to competence. This study can be used for administrative purpose, informative purpose, developmental, informative purpose, developmental purpose, self-appraisal, promotion and training etc.
Gupta Vivek and Yamini K (2005), has given the account of employee training and development at Motorola under the title “Employee Training and Development at Motorola.” They contend that Motorola is a top training company in the world. They have given the chronological development of the company since its inception in 1928 to 2005. They have described the training and development initiatives and established its own Motorola University in 1989. Since the late 1990s, Motorola University placed greater emphasis on e-learning.

Kamble Sachin S. (2005) has carried out a research and published the paper titled as “Performance Appraisal System of Suchet Industries Ltd”, in which he has discussed the performance appraisal system of Suchet Industries Ltd. the paper discusses the overall process as well as how the outcomes of performance appraisals are planned. The views of key officials in the organization on the performance appraisal system are also brought out. At Suchet Industries Ltd. Performance Appraisal System is used as an instrument for improving the work culture, the focus is on personnel and organizational development and a lot of importance is given to performance appraisal system for giving promotions, incentives and increments. There exists a healthy relationship between the appraiser and the appraisee, appraiser acting as a friend and a guide. He further adds that there are some changes to be incorporated in the present appraisal system to improve communication, feedback system and levels of motivation through greater role and goal clarity.

Supply Society, Tirunelveli’ concluded that, the management should conduct job satisfaction survey at least once in two years. This enables the management to improve job satisfaction of their employees and improve HRD climate. The authors have suggested that management must take responsibility to, aim and equip their officers and clerks, check if salaries of the employees are periodically revised, the superiors should grant due recognition on the basis of a fair performance appraisal and job satisfaction should be an important factor related to variables like job involvement, area, organization, and commitment. The authors feel that HRD activities are related to employees’ job-satisfaction.

Srivastava Shefali and Thakur Y.S. (2005-06), in the present article, the authors have thrown light on the recent trends in the performance assessment with reference to J.K. organizations Laxmi cement Division. The performance appraisal system in J.K. organization has been in existence since almost thirty years. The features of the present appraisal system are described in this article. The activities, in the performance appraisal, with reference to J.K. organizations Laxmi cement division. The performance appraisal system in J.K. organization has been in existence since almost thirty years. The features of the present appraisal system are described in this article. The activities, in the performance appraisal, the levels of appraisal, an analysis of the format, specification of key result areas and critical analysis of the system is given. In the analysis the strengths weaknesses, suggestions for improvement are given. The company has renamed the system from ‘annual performance appraisal’ to ‘performance management system’. It can be seen that even the family rum traditional
business has modernized the system and is focusing on HRD for survival as well as growth in the competitive market.

96) Sadri Jayashri (2006) in her article “HRD in the Era of LPG” has given some views based on her own experience. She has narrated the development of the HR function in India, the side effects of Liberalization on HRD, BPR, empowering and other contradictions. She feels that HRD has become most talked buzz word in Indian industrial centers today.

97) Sharma P.S. (2006), in his article ‘Recent Trends in Cooperative Leadership Development’ has expressed that the development of a competitive cooperative leadership is co-terminus with promoting professionalism and improved HRD systems and practices at various tiers of cooperative organization. He has further stressed that there is a great need for continuous development of cooperative leadership through promoting professional education and training programmes so that they can direct employees & members for development of organization.

98) Kumar Raghavendra (2006), in the article, has revealed that the concept of QC was implemented for the first time in sugar industries in M/s. Punjab Khand Udyog Ltd; in its cooperate office of Chandigarh and its two sugar units, Gurdaspur and Zira respectively successfully since 3rd August 1983. The author had implemented this in Gurdaspur unit. The author has narrated his experience about implementation of QC. QC is one of the mechanisms of HRD. He shares his experience that effectiveness in management does not consist in implementing the grand ideas or massive projects but effectiveness in management consists doing little things extremely well.
99) Reddy A. Jagan Mohan (2006) in “HRD: Origin, Concept and Future” has dealt with origin, concept of HRD, emerging challenges and the right steps to be taken so that employees can contribute their best for achieving organizational as well as individual goals. He concludes that change is here to stay and we need to understand that all the practices that are working today may not necessarily work tomorrow. Customer’s expectations, market changes and strategic decisions will drive the management of human assets.

100) Tangirala H.S.K. (2006), in his article “Professionalism in Co-operatives”, has defined professionalism in co-operatives, when a co-operative society is called as professional organization and how people in the co-operatives can become professionals. He suggests that the co-operatives to be professional should adopt the HRD code. Under which the co-operatives should follow the strategies for development of human resources, fair wages, knowledge, skills, competencies, attitudes, increasing values and ethics among employees organise educational, training and development programmes, deputing their human resources to the professional institutes in co-operatives such as Vamnicom Pune, IRMA Anand, and Institutes of co-operative management located at various parts of the country. He concludes that co-operatives should change their mindset and plan to grow vertically with forward and backward linkages simultaneously so as to survive in the competitive area, for which their employees need to posses adequate competencies.

101) Gupta K.C. & Singh Tej (2005-06) in the article captioned as “Effectiveness of Training in the Banking sector: A Case Study” have divided the study into four variables i.e. induction
training, need-based training, planned training and utilization, with the objective to explore empirically the extent of their effectiveness, in PNB and SCB. The study also aimed at a) comparison of Indian and Foreign banks in terms of training effectiveness and b) to find out whether there is any relationship between the various dimensions of HRD and training effectiveness in PNB and SCB. On the basis of analysis and result, the authors have inferred that the training aspect of HRD in both the banks does not differ significantly. However, the two dimensions of training effective’s viz need-based training and planned training are found different in PNB & SCB. The authors observe that the performance of SCB is better than that of PNB in regard to need-based training and planned training. Authors on the basis of correlation analysis reveal that there is a positive correction between HRD climate and training effectiveness, training effectiveness and performance appraisal and training effectiveness & counselling attitude of managers in both the banks.

102) Sadri Sorab (2006), in his article “The Three Sixty Degree Performance Appraisal” has described the meaning, definition, concept of 360° feedback in the introductory part of the article. Then he speaks about the specific uses of this concept. This appraisal system is useful for self-development and individual counselling, performance management and organizational development, remuneration, quality feedback, communication motivation etc. In the next part of the article he gives the information about designing and implementing 360 degree feedback. Validation & pilot testing are given in detail. The role of facilitator and best practice guidelines for 360 degree feedback
are given in the last part of the article. Because of its utility, the system is being used for performance appraisal in the organizations like Aptech Ltd. Blue Dart, Citi Bank, Godrej – GE appliances etc.

103) Srimannarayana M. (2006), in his article “Training Trends in India” has shared his experience of his study aimed at identifying emerging trends in training and development in India. He has found that the strategic linkage of training, application of the technology in training, systematic evaluation, needs assessment and rapid changes in training delivery and rapid changes in training delivery are the top five training trends in India. The author finds that the organizations in private sector and services sector have been doing better with respect to almost all critical aspects of training when compared with public sector and manufacturing organizations.

104) Farooquie Jamal A. (2006), in the article titled as “Productivity-Oriented Development of Employees” has reported his attempt to study the current scenario of employee orientation and training programmes in the manufacturing sector of the United Arab Emirates (UAE). The author determines through this study the impact of such programmes, on the performance of employees as well as of the companies. The author found that majority of employees does not necessarily need any orientation to become aware of their company, its functions, structure, policies related to them and the culture. On-the-job method of training has been a popular choice of most of the companies. Author observes that training programmes in general focus more on technical aspects followed by teamwork, behaviour, and communication. Author notes down the opinion of majority of his respondent employees
that training and orientation are useful for both employees and the company.

105) Jiwani Gulzar (2006) has published his article titled as “Evaluating Training – Beyond Reaction Evaluation” based on his study to find out the most effective training methods that help in ensuring learning and its transfer to real life situations based on Virmani and Premila’s model of Training Evaluation states that there is a greater awareness regarding HRD in all sector of the Indian economy. A lot of focus is given on Training and Development which endeavors to equip trainees with required skills to cope with growing business complexities and dynamics of the competitive world. He further states that many of the professional trainers use only Reaction Evaluation at the end of the training programme, whose results initially appear heartening. He opines that this type of evaluation can capture only immediate feelings and perceptions, which hardly indicate learning in terms of knowledge, skills and attitude and its transfer to the job.

106) Rainaye Riyaz (2006), in his paper titled as ‘Performance Planning, Analysis and Development in Commercial Banks: A Micro Level Comparative Study’ has given the accounts of his study. The study empirically examines the performance appraisal planning analysis and development in two commercial banks, namely, SBI and Jammu and Kashmir Bank. The focus is on various facts of performance appraisal practice including participative planning and analysis, performance review, performance counseling, self appraisal, objectivity in assessment and use of appraisal data. He records that performance appraisal is somewhat satisfactory and evaluates the perceptions of the
employees of two cadres of both the banks. Result of the study suggests that it is worth investing time and effort to do it well. He feels that performance appraisal has not to be taken as a “made, recorded, filled and forgotten” exercise, but as an inevitable and a continuous primary process wherein the appraiser, instead of sitting over the judgment, performs the trainer-guide –coach multiple roles. The results of this study have practical significance for appraisers, appraises, HRD planners and banks as a whole.

The researcher finds that the PAS in use in each bank under study is closed, non-participative and beset with psychometric, technical and legal flaws. The systems focus on past performance and not on future potential. The SBI employees however are satisfied with the role HRD department plays in performance reviews, but they too are neither satisfied with the reviewers seriousness with their appraisals nor the performance review committee’s fairness to their subordinates. Further author finds that the data generated is neither used for recognition of excellent performers nor for identification of training needs of the poor performers. In SBI it is however perceived to be used for job rotation. The overall situation is disappointing from HRD standpoint, though the system is claimed to be meant for both development and control purposes; in actual practice, it serves more as a tool for control than for development of employees.

107) Lopoyetum Samwel Kakuko (2006), in his article titled as “A Paradigm shift on HRD and Information System in Co-operatives Business Organizations” has stressed that HRD and information system in co-operative business organizations needs urgent transformation action to enable them to cope with economic
liberalization and globalization. It is essential to chalk out strategies and methods and harvesting the domestic (local) manpower and providing adequate training programmes to upgrade their skills, attitude, knowledge competencies, capabilities etc, which shall enable them compete in the new economic environment co-operative employees must be favorably motivated to enhance their productivity and performances. It is essential to have knowledge management based co-operative business organizations in the 21st Century.

108) Mufeed S. A. & Gurkoo F.A. (2006) have attempted, in the paper titled as “Enhancing educational Institutions effectiveness through HRD climate: An Empirical Assessment.” to study the whole gamut of HRD climate in universities and other equivalent level academic institutions by eliciting employee perceptions on HRD climate for which the University of Kashmir, Srinagar is selected as the main focal point of study by the authors.

They found that on the whole HRD climate of the sample study organization was perceived as significantly more motivational characterized by the OCTAPACE culture. This culture is to be practiced by providing infrastructure facilities. The study indicated that there is still considerable scope for improving HRD practices at the University based on study findings.

109) Shahnawaz M.G. & Prakash Jagat (2006) has carried out a study and prepared a paper titled as “Appraisal satisfaction and Job Involvement in Public Sector Organizations” This study aimed at assessing the appraisal satisfaction and job involvement in two large public sector organizations, one of which is concerned with power generation and second is with power transmission. Middle
level managers were administered Appraisal Satisfaction Scale (development by AIMA) for measuring appraisal satisfaction. Job Involvement Scale developed by Singh (1977) was also administered which gives single score for job involvement. They analyzed the data by 2x2 ANOVA and also by Correlational Techniques. Results showed that appraisal satisfaction was significantly different in two organizations and also in two kinds of executives; however, their interaction was insignificant. In the context of job involvement, no significant result was obtained. Correlation analysis showed a negative relationship between job involvement and appraisal satisfaction.

Authors have concluded their paper with the following sentences that the appraisal system in public sector organizations is just opposite and hence appraisal satisfaction is poor. The relationship of appraisal satisfaction with job involvement should usually be positive in better organizations, but present study has found inconsistent or largely negative relationship between the two.

110) Ganesh Anjali (2007) has carried out a study concerned with Training Needs Identification in Corporation Bank, a leading public sector bank and Karnataka Bank Ltd., a leading private sector bank. She has concluded that in banks evaluation of training activity is important vis-a-viz. resources deployed and inputs provided. In order to make training, goal oriented, need based, cost effective and duly modified from time to time based on training evaluation procedure, it requires article support, cooperation and participation of the functionaries at the various levels of the bank including trainees. She has further stated that the quality of training
depends on the expertise of trainers, training methodology, training infrastructure, training need analysis, training evaluation procedure, supportive policies and strategic objectives. When employees lack positive attitude towards training, training endeavors may not yield best results. She has concluded on the basis of her study that employee’s attitude, trainer’s competence level, teaching methodology and top management support in conducting need based training programmes, the training plays very vital role in organizational growth and success.

111) Nandan Shefali and Thakur Y.S. (2007), in the article “Performance Appraisal: A Tool of HRD” after detailed analysis of the appraisal system of an organisation – Scooters India Ltd., have found certain strengths and weakness of the system. They in this article have suggested some measures for achieving the objectives of performance appraisal system. They say that many public sector organizations have tailored their appraisal systems to efficiently manage the performance of employees in the era of intense competition, but not many changes have been made in the appraisal system of SIL. The only changes made have been the introduction of self-appraisal and the greater emphasis on training as per the observations made by the authors.

112) Sundararajam S. (2007) has conducted empirical study on “Employee’s Attitude towards Training and Development” in private sector industries and has come to certain conclusions about employee’s mindset towards training and development. He found that the training and development programmes are essential in private sector industries. The employees are motivated to attend the training programmes by the management for self development as
well as organizational development. Training plays vital role in each and every organization.

113) Sarkar Kingshuk (2007), in his article titled as “Labour and HRD in Indian Tea Industry: Will They Come Together?” has taken a brief review of the labour and HRD in the Indian Tea Industry. Being on Assistant labour commissioner, the author has given firsthand accounts of the status of the HRD activities, and its information plantation labour Act (PLA) 1951, which along with the factories act regulates employment, working conditions and working hours. He says that presently tea industry is one of the most unionized among organized sector industry. Though there are welfare provisions in the PLA 1951, the implementation machinery requires some supporting facilities like transports. Tea gardens are located in remote areas, which are difficult to access in normal courses. But apart from the legal aspects, he believes in the thoughts and theories of HRD which advocate an approach where employees should treat workers as human beings.

114) Srimannarayana (2007), in his article titled as “HRD Climate in Dubai Organizations” has shared his observations based on the responses of executives, He carried out a study which attempted to assess HRD climate prevailing in Dubai organizations and concludes that the climate is at an average level. In comparison, it is observed that the HRD climate in banking business is higher than the other business. This is followed by the insurance and shipping business. Low level of HRD climate is observed in tourism, food and trading organizations when compared to banking, insurance and shipping organizations.
Pareek Udaí and Rao T.V. (2007) in the interview have expressed their views in the HRD News Letter, titled as “The HRD we Dream (t).” They are former IIMA professors, legendary HR men who pioneered the concept of HRD in India when it did not exist in 1974 while consulting with the L & T. Because of their efforts the HRD as a concept has evolved distinct from the personnel function which the corporate were used to in the past. They took initiative in foundation of National HRD Network in 1985 and Academy of HRD in 1990.

NHRDN interviewed both the professors on a range of issues allowing them to revisit their work over the past decades and also giving them an opportunity to vent their feelings about the growth of HR movement in the country. In the interview professors expressed their satisfaction as to the scale and size of the HR function in India while they are also unhappy at the fall in ethical standards and adoption of unhealthy industry practices by the industry. They also lament the absence and sense of purpose for the HR professionals and their liability to groom hardcore HR professionals to look after the human resource related aspects in the industry. They recommended the transformational leadership among the HR personnel and rededicating of the industry to the core values of the HR community. They also exhort the educational institutions and the industry bodies like NHRDN to take a more proactive role in promoting HRD as a concept.

Balyan Ram Kumar (2007) has shared his experience in the article titled as “Changing Pattern of HRM Practices under Globalisation: A Case study of MNCs in India.” The author has carried out a research study of MNCs is India from different sector
with one of the objectives of knowing and highlighting the HRM practices adopted by MNCs to deal with the competitive situation. The author on the basis of data collected and situation observed, has found the following HRM practices adopted by MNCs in India.
1. HR planning 2. Recruitment and selection 3. Orientation 4. Training 5. Compensation 6. Industrial relations 7. Working environment 8. Performance Appraisal and 9. Promotion. To improve the HRD practices the author suggests the following points. HR manager should have term approach. HR managers approach should be proactive rather than reactive. Top management should not go for bureaucratic style to deal with HR related activities. The author suggests improvement in the competency of HR manager relating to human behaviour legal procedures, rules and policies of the corporation to improve personal credibility, business knowledge, HR expertise, change dealing expertise etc. In nutshell, the author says that the HRM practices adopted by MNCs in India are properly matched according to needs of present time.

Rincy V. Mathew (2007) has published his paper in Management Trends, under the title “360 Degree Performance Appraisal – A scientific way of Assessing Employee Performance and Behavior”. The study on which the paper is based is descriptive in nature. He has collected information through review of relevant literature regarding performance appraisal methods and attempts have been made to assess the scientific nature of the process and its implications on the performance and behaviour of the employees. He concludes that 360 degree performance appraisal when executed correctly; meet the criteria for reliability and validity. It is
the best way to get accurate feedback about the individual performance of team members, 2007.

118) Dangwal R.C and Sacher Arun (2007), has examined the influence of various factors of organizational climate on managerial effectiveness in Pharmaceutical industry in the article entitled “Influence of Organizational Climate on Managerial Effectiveness a Study of Selected Pharmaceutical Companies”. An in depth study of Glaxo India Ltd and Novartis India Ltd. has revealed existence of favorable organizational climate which leads to managerial effectiveness as compared to the other two Indian multinational pharmaceutical companies – Ranbaxy Labs Ltd and Nicholas Piramals Ltd.

119) Samantaray P.C. (2007) in his article titled as “Co-operative and HRD” has mentioned that much emphasis has to be given on HRD to build professional managers who can compete and survive in the market driven economy. The restructuring of HRD plans and programmes should be considered from time to time in the ever-changing business environment.

120) Pillai Prakash R. (2008) in his article entitled “Influence of HRD Climate on the Learning Orientation of Bank Employees” has attempted to analyze the influence of the HRD climate existing in banks on the learning orientation of the employees. The overall analysis indicates that the level of learning orientation of the employees working in the banks is highly influenced by the learning and development climate fostered by their organizations.

121) Nagendra Asha (2008) in the article entitled as “An Analysis of Performance Appraisal System in the Automobile Industry” has shared her experience about the study conducted to establish
the adequacy/inadequacy of the P.A. system in two companies in the automobile sector, to assess whether it is hrd oriented and to evaluate whether it is effectively implemented. The study was conducted in Tata Motors and Bajaj Auto. The result of the study showed that the managers in both the organizations felt that there existed a good performance appraisal system in their organizations. This P.A. system is HRD oriented. However its implementation was found lacking. On comparison Tata Motors scored higher than Bajaj Auto on all aspects revealing that managers in TATA Motors were more satisfied with the existing implementation of the performance appraisal system, in their organization than those in Bajaj Auto. She concludes that performance appraisal still has a long way to go before it reaches a satisfactory acceptance level.

122) Srimannarayana M (2008) has attempted in an article “HRD Climate in India” to assess the extent of HRD climate prevailing in Indian organizations. He has collected information from 1905 employees working in 42 organizations covering manufacturing, services and IT sectors in India. He has found that the HRD climate prevailing in Indian organizations in India is only moderate. In comparison, the HRD climate in manufacturing sector was better than in the service sector.

123) Purang Pooja (2008) in the article titled as “Dimensions of HRD Climate Enhancing Organizational Commitment in Indian Organizations” measures the HRD climate in terms of various dimensions like participation, succession planning, training, performance appraisal and job enrichment and its relationship between the ten dimensions of HRD climate and organizational
commitment. The study propounds that the positive perception which further enhances the performance of manage.

124) B. Prakash, Mohamed Ali, C. Gayathri (2008) in the article entitled as “Training in APSRTC”- An Empirical Study”, have observed that the training programs designed by the APSRTC are proved to be successful and knowledge gaining to the employees. This study was carried out in Andhra Pradesh State Road Transport Corporation. Majority of the employees expressed that the training programs are wrathful and very useful for updating the skills to meet the challenges of the changing environment in the present competitive transportation industry.

125) Bais Santosh Singh & Agadi Ramesh B. (2008), in their article titled as “HRD in Indian Dairy Industry” has given a brief account of dairying and HRD practices in it, before and after independence. National Dairy Development Board was set up in Sept. 1965 at Anand which gave a boost for dairy development in cooperative sector. The authors have concluded their article with the suggestion that being an important food industry, milk processing organizations in India should concentrate on HRD practices, so as to bring about development of milk industry at fast speed.

126) Bhattacharya Alok S (2008), in his article “The Mantra in Strategic Training: Learner Centered, Performance Based” told that training to be strategic must lead to demonstrable competence to discharge the assigned whole role in the real environment. He thinks, therefore, that training has to be a process and not a sporadic event. This process has sequential learning steps beyond training, namely instruction and education. He further
observes that we therefore need a suitable process and a training system to build competence, a productive communication with stakeholders. He emphasizes on the clarity about what must training achieve, how would training achieve and how well should that be achieved.

While summing up, author says that strategic training focuses on the long run performance of a corporation. Training can meet strategic requirements only if it has a rational, organized learning objectives and controlled implementation to meet organizations and learners needs. In concluding remark, the author says that no human endeavour has ever been successful without having been planned, organized and controlled. Training cannot be an exception.

127) Mr. S. Sundararajam (2009), in “Emerging Trends of HRD Practices in Cooperative Sector- Perspective Approach” has observed on the basis of survey of employees working in a few cooperative organizations located in the south west part of Tamilnadu, that overall HRD climate in the cooperative sector organizations appeared to be neither good nor bad. The senior employees perceived that the HRD climate should be improved in the present competitive environment. In general, the employees showed unfavorable attitude towards, HRD policies and practices.

The author gives overall conclusion of his study that the development of human is a specialized operative function of personnel department. Lastly he says that we cannot prepare the future for the next generation, but we can prepare the next generation for the future.
Samwel Kalkuko Lopoyetum (2009), in his article titled as “Professionalization of Management and Administration of Co-operative Business Organizations: Challenges and Strategies” has stressed the imperative need for effective and efficient HRD in co-operatives. The employees and management of co-operatives to be highly productive and highly professionalized need continuous improvement in the new changing environment. He further adds that co-operative leaders should enhance their professional skills and knowledge through education, training and extension activities. Author says that co-operatives must identify the training needs and job requirements of employees before initiating a training programme. He has suggested many measures for reformation and revamping co-operative business organizations in the context of new economic environment and some of them can be cited here as a sample. 1. Improvement in governance and leadership development. 2. Providing them with appropriate autonomy. 3. Improving work place, productivity, efficiency and effectiveness of these co-operative business organizations. Education and training facilities, staff member’s participation in management may eventually improve the performance of the co-operative business organizations.
REFERENCES


