PREFACE

It has become trite to say that the most significant development in the new century will take place not in physical but in social sciences; that industry— the economic organ of society— has the fundamental know-how to utilise physical science and technology for the material benefit of mankind, and we must now learn how to utilise the social sciences to make our human organisations truly effective.

Many people agree in principle with such statements; but so far they represent a pious hope and little else.

In the last century, basic conceptions of nature of matter and energy had changed profoundly from what they had been since Newton's time. The physical scientists were persuaded that under proper conditions new and hitherto unimagined source of energy could be made available to mankind. We know what has happened since then. First came the bomb and then many other attempts to exploit these scientific discoveries— some successful some not. The application of theory in this field is a slow and costly process. We expect it always to be this.

It is transparently pretentious to suggest any direct similarity between developments in physical sciences leading to the harnessing of atomic energy and human resource development in social sciences. But in a tentative fashion, we are in a position, in social sciences, today, like that of physical sciences with respect to atomic energy in the last century. We know that past conceptions of the nature of man are inadequate and in many ways incorrect and what is more we have abundance of it.

But if this conviction of developing the human resources is to become a reality instead of a pious hope, we will have to view the process much as we view the process of realising the energy of atom for constructive human ends— as a slow, costly, some time discouraging approach toward a goal. The ingenuity and the perseverance of industrial management in the pursuit of economic ends have changed many scientific and technological dreams into common place realities. It is now becoming clear that the application of these same talents to human side of enterprise can not only enhance
substantially these materialist achievements but can also bring us one step closer to the good society.

For the first time in human history, we need a new way of looking at people and their potential. Scientifically and systematically, we need to analyse and identify the potential of every individual in every nation and help them to grow and optimize their potential so that they can not only achieve their own individual development but also contribute to the development of human family, society, nations and the world. In the development of the individual lies the development of organisations, nations and the world.

But it is a sad commentary on the human resource that it is considered as a liability and the entire efforts are directed towards the containment of human power rather than enhancing its utilisation. Downsizing of manpower has become an end in itself in every organisation - public or private. Many consultants and policy makers are advocating this option.

In order to save the human beings from this fait-accompli, we need a new concept, a new theory, a new practice, a new practice of growth and a new model of growth, not just economic growth and development, where the emphasis is on the production of goods & services and economic wealth. The greatest challenge facing humankind is human growth, not just economic growth: how to put people, first, at the central core of growth and development, by providing the fundamental 3Es, education, employment and energizing all to realise their ultimate potential. We must bring the people and the leaders of the world together to think, to cooperate and to share their ideas as to how to convert the masses into an asset and to utilise the global co-operative advantage of nations to create a world unmatched hitherto in human prosperity, peace and happiness and compassion in human history. We need a global approach, leadership and co-operation to evolve and to put into practice the global human growth model.

The time has come when the ultimate test of managerial effectiveness would be its return on investment in its human resources. The time now is when employees insist on meaningful participation in company affairs. Employees at all level control
People management today involves totally new leadership dimensions, demands, and risks. Human-oriented decisions must now be made with an eye on the potential consequences involving legal compliance and investigations, employee relations, customer response, productivity, human costs, outside group pressure, and economic impact. Too often, a solution in one of these areas can create numerous new problems in other areas.

The morality issues inherent in hiring, compensation, working conditions, leadership, promotions, and discharges require the highest form of value judgment on the part of management. People-related action demands careful overall planning and cautious but firm leadership. With this perspective in view, the present study is aimed.

The study addresses itself to a comprehensive, total approach to people problems through achieving a return on investment in human resources, human time being the largest single operating cost for most enterprises. The study confronts the most complex and challenging demand made on management - that of managing people. In today’s humanized era, every manager from the chief executive of the largest corporation down through the first-line supervisor in the smallest unit needs to understand and respond to the impact that return on investment in human resources has on both daily operating activity and economic results.

Maximizing return on investment in people does not mean exploiting, manipulating, or taking advantage of employees. Rather, it means providing the highest form of benefit a company can offer its employees - a systematic, organized approach to guaranteed opportunities for the full use of talent and potential. Such an approach offers the individual an opportunity to achieve an appropriate return on his or her own investment of time and effort through greater economic and personal rewards. The company in turn benefits as its production, sales and profit goals are achieved.

In India, we have a huge population of more than hundred crores. Managing such a crowd of humanity is a big problem. What is more, almost all the models, approaches and theories of human resource management of the West scarcely use
labour since there is acute scarcity of labour in those countries. On the contrary, in India, we have abundance of labour, acute poverty and illiteracy. If we follow the models of the west in this country, they become counter productive. Our problems further multiply. The present study attempts to have a fresh look at the problem from the Indian perspective with special reference to Gandhi.

First and foremost, I am grateful to Dr. J. N. Sharma, my supervisor, for his keen interest, able guidance, valuable comments and the freedom he allowed to me during the course of this work. But for his affectionate and persistent encouragement this work would never have reached its final stage.

I am also deeply indebted to Dr. M. L. Sharma, Chairman of the Department of Gandhian Studies, Panjab University, Chandigarh for his encouragement and for providing all sorts of facilities for my research work. This work is the result of his blessings. I also extend my gratitude to Dr. (Miss.) Ashu Pasricha also for her valuable guidance and cooperation.

The large number of libraries that enabled me to complete this work are Jawaharlal Nehru University Library, New Delhi; Sapru House Library, New Delhi; British Library, New Delhi, ICSSR Library, New Delhi and Chandigarh; Nehru Memorial Museum and Library, New Delhi; Libraries at Gandhi Smarak Nidhi, New Delhi; Gandhi Peace Foundation, New Delhi; Gandhi Smriti and Darshan Samiti, New Delhi; The United Nations Information Centre, New Delhi; Main Library of Panjab University, Chandigarh; Library of the Department of Gandhian Studies, Panjab University, Chandigarh; United Nations Library in Department of Laws, Panjab University, Chandigarh; Centre for Research in Rural and Industrial Development Library, Chandigarh; Commonwealth Library, Chandigarh; Dwarka Dass Library, Chandigarh and Indian Institute of Advanced Studies, Shimla. I feel deeply indebted for the kind help and assistance extended to me during the visits to these libraries by the Librarians and the other members of the staff. I am also grateful to Shri Ramkrishan of the Department of Gandhian Studies, Panjab University, Chandigarh.

I also extend my heartfelt thankfulness to all my worthy friends, colleagues and well wishers to name them Messrs K. C. Sharma, Hassan Rangriz,
Manish Sharma, G. S. Thakur of Joshi Library, Panjab University, Chandigarh, Om Veer Singh Rathore, Jai Karan Sharma and Amitabh Sinha who have granted me an overwhelming support and cooperation during the course of the present study.

I owe my sincere gratitude to Prof.(Mrs.)S.Suri, Head Department of Radiodiagnosis and Dean P.G.I, Dr.N.Khandelwal, Additional Professor and Dr.J.R.Bapuraj, Associate Professor, Department of Radiodiagnosis, P.G.I., Chandigarh for their moral support and encouragement.

In the end, I thank my father Shri Parshotam Lal, mother Shrimati Mansa Devi, wife Barsha, daughter Jyoti, brother Hans Raj, sister Sanjay Kumari, nephews Abhisek and Aman.