PREFACE

The idea to undertake research work on Coal India Limited begun to take shape in the middle of 1993. It was the period, when consequent upon the economic crisis, reforms and restructuring of far reaching consequences, initiated in 1991, were taking place in all spheres of economic and industrial activity.

The basic ideology behind the public sector was being seriously questioned and it was being rapidly opened up to face private sector participation/competition. Coal industry, which was nationalized in early 70s, however, retained its key place amongst core and strategic sectors, where the role of public sector did not seem to be diluting.

Coal India Limited, in spite of being one of the largest and most important public sector enterprises in the country, did not appear to have received due attention of the academic researchers. In any case, most of the research on public sector has been of macro nature rather than organization specific studies. Moreover, the research on coal industry was so far largely confined to its technological aspects.

The debate on public sector ideology apart, the fact remains that the importance of human resource management in organizational effectiveness can hardly be overemphasized. In future, the public sector organizations are bound to face increasing challenges to either become efficient, professional and performance oriented or to become extinct.

Whatever changes may take place in business environment at political, social, technological or economical level, human resources will continue to be the key to organizational success. Importance of effective human resource management, particularly scarce managerial manpower, will rather go up in the rapidly changing business and industrial environment.

With the above perspective, the present study to cover all aspects of human resource management with reference to executive manpower of Coal India Limited, begun in full earnest since early 1994. The study reached its final stages towards the end of 1997, by which time, data collection was nearly completed.

Now, when this humble piece of research has finally culminated into a thesis for submission to Panjab University, I take the opportunity to express my gratitude and indebtedness to all those, who provided guidance, support and help during this study.

In the first place, my regards and thanks go to the research supervisor, Dr. Pawan K. Kamra, Reader, Public Administration, DCS, Panjab University, Chandigarh, who painstakingly took me through each step of the entire study. Without his admirable insight, critical judgment and erudite guidance, this thesis could never have taken its present form.

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I am beholden to the management of Coal India Limited and my senior officers for permitting and encouraging me to undertake the research work. I received enormous help from many executives of the organization, some of whom even took personal interest in my endeavor. I shall ever remain obliged and thankful to all of them, as without their support, this thesis could perhaps never been completed.
I am also thankful to all those officials and executives, who provided me the required information and responded to the questionnaire.

I am grateful to the staff of Panjab University library, libraries of ICSSR, faculty of Commerce and Business Management and DCS, Panjab University, library of Punjab Institute of Public Administration, Chandigarh, library of Indian Institute of Public Administration, New Delhi and ICSSR Documentation Center, New Delhi, for providing me the library facilities as well as help in finding the relevant reference material.

My wife, Kalpana, not only remained a source of moral support throughout but also helped me in tabulation of data. She had to bear strain on family life all these years. Our daughter, Sakshi and son, Utkarsh, lost much of their precious childhood in the process. I owe thanks as well as apologies to all of them.

This thesis, in all appropriateness, is devoted to my organization, Coal India Limited.

I bow my head in reverence before the supreme power of God, who continuously bestowed me with strength towards achievement of this worldly goal.

Chandigarh

Anurag Garg