

TABLE OF CONTENTS

Contents	Page No.
Acknowledgement	v
Declaration	vi
Certificate	vii
List of Tables	viii-ix
List of Figures	x
List of Charts	xi
CHAPTER 1: NATURE AND SCOPE OF STUDY	
1.1 Introduction.....	2
1.2 Relevance of the Study.....	2
1.3 Statement of Problem.....	4
1.4 Rationale for the Study.....	4
1.5 Research Design.....	5
1.6 Research Methodology.....	8
1.7 Primary Data.....	11
1.8 Statistical Tools and Techniques.....	13
1.9 Flow chart of Research Methodology.....	14
1.10 Limitations.....	14
1.11 Working Definitions.....	15
1.12 Chapter Scheme.....	16
CHAPTER 2: CONCEPTUAL FRAMEWORK of Performance Appraisal System and Leadership Development	
2.1 Introduction of Performance Appraisal.....	18
2.2 Performance Management: The Strategic Transition..	25
2.3 Performance Appraisal System: A tool to motivate and impact employee behavior	28
2.4 Process of Performance Appraisal	31
2.5 Methods of Performance Appraisal	36
2.6 Technology in Performance Appraisal	46
2.7 Leadership Development: Introduction	51

CHAPTER 2: Contd.	
2.8	Significance of Leadership Development in I.T. Companies 52
2.9	Process of Leadership Development 53
2.10	Methods of Leadership Development 65
2.11	Developing Manager into a Leader..... 66
2.12	Leadership Development: A priority in Multinational Organizations 69
2.13	Global Approaches to Leadership Development 73
	Concluding Remarks 79
	Bibliography..... 81-86

CHAPTER 3: REVIEW OF LITERATURE		87-120
3.1	Introduction.....	89
3.2	Flow of review of Literature	90
3.3	Flow chart of review of Literature.....	91
3.4	Purpose of review of literature.....	92
3.5	Review.....	92-117
3.6	Research Gap.....	118
3.7	Statement of Problem.....	118
	Bibliography.....	120-122

CHAPTER 4: PROFILE OF INDIAN I.T. INDUSTRY AND HUMAN RESOURCES CONTEXT		123-167
4.1	Introduction.....	124
4.2	Cluster Development of I.T. Companies	137
4.3	Significant characteristics of I.T. Industry.....	138
4.4	Human Resources; their Management and Development in I.T. Sector.....	144
4.5	Human Resource Challenges in I.T. Industry and Changing Role of HR	147
4.6	Motivating factors for employees in I.T. sector.....	154
4.7	PAS in I.T Companies: An Integral HRM and HRD Practice	157
4.8	Applying the People Capability Maturity Model ...	161
	Concluding Remarks	163
	Bibliography	166-167

CHAPTER 5: I.T. INDUSTRY IN PUNE	168-189
5.1 Introduction	169
5.2 Factors contributing to establishment of I.T. Industry in Pune	169
5.3 Pune: Emergence of I.T. sector; Contribution and Present Status	175
5.4 Challenges of Pune's I.T. Industry	178
5.5 Selection of Companies for present study.....	179
5.6 Profile of Sample I.T. Companies under study	181-187
Concluding Remarks	188
Bibliography	189

CHAPTER 6: DATA ANALYSIS AND INTERPRETATION	190-246
6.1 Introduction	192
6.2 Analysis of Data	
I General Information	192-194
II Performance related information	195-200
III Performance Appraisal System and its impact on employee behavior	200-222
IV Relating Leadership Development to Performance Appraisal System	223-239
Hypothesis Testing	240-246

Chapter 7: FINDINGS	248-256
CONCLUSION	257-261
SUGGESTIONS	262-268
Scope for further research	269