PREFACE

Human resource are important and invaluable assets of an organization. Its performance and survival depend to a large extent on the effective and optimum utilization of human resources. Human resource management refers to the people dimension in management. It is now realized that efficient management of human resources is a crucial factor in determining the growth and prosperity of a business enterprise.

Human Resource Management (HRM) is expected to enhance the abilities skills, techniques and value system of individuals to meet their needs within the organizational system, of which they are vital assets. HRS plays crucial roles in preparing and developing people to meet the challenges of external and internal changes. This is particularly true in the case of dairy units where people at village level societies, district level milk unions and state level federation are expected to play a crucial role. Unless the district milk unions which control the milk processing product units, develop close rapport with employees at all levels and develop co-operative relationships, it would be impossible for them to meet production targets, quality, standards and cope with the intense competition from their counterparts.

HRM demands a broader perspective human development at individual level group level and organization HRM mechanism. HRM Process and the outcomes are proposed to be highlighted in the present
work. In the new economic order, the art of HRM has to be mastered by the Managers. The art of HRM begins with selection and induction techniques to skill analysis, creating learning opportunities, motivational gambits, management of people resource and performance and ends with development and rewarding of employees for post retirement employment.

Improper handling of human resource through haphazard personnel policies and practices may have deleterious effects upon the efficient functioning of the organization in the long run. In dairy industry which is agro based and traditional in nature it is necessary to have the support and strength of HRM interventions, particularly when it is about to take a big leap. The human factor thus acts as a limiting factor to organizational survival, growth and effectiveness. Without positive contributions from human beings, it would be an arduous task to assess the growing mortality rate in dairy industry. It is time for the milk units to think about good HRM practices aimed at improving the quality of work life in dairy industry.

The importance of HRM is being increasingly realized in dairy sector also. This realization has come about because of increasing complexity of the task of managers and administrators in this sector also. As it effects other sectors, dairy management also faces the problems of getting the competent and relevant persons and retaining them keeping up their motivation involved and helping them to continuously grow and
continue their best to the organization etc. The growth of employment in dairy industry and the growing dependence on skilled personnel necessitate the adoption of scientific techniques for managing people. Effective management of human resources spells the difference between success and failure even in the case of dairy units and hence, is the biggest challenge now. Dairy industry needs enlightened, hardworking and positively motivated people who are capable of applying their minds in a wise and judicious fashion in the use of critical resources.

Thus HRM as well as its development helps in building and nurturing a culture of excellence and organizational learning. HRM plays an important role in organizational initiatives which help reduce workers compensation costs and coherent approach to the management of the organizations most valued assets- the people and ultimately the achievement of the organizations objectives to gain competitive advantage.

There have been many impressive studies eulogizing the virtues of veterinary aspects, dairy technology, marketing, financial and quality management in dairy industry but quite surprisingly the human resource management dimension hardly received any attention. There is thus, an imperative need to understand practices followed in dairy industry. The accompanying thesis is a modest attempt to bridge the knowledge gap in this area.

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