

P R E F A C E

Personnel problems are never solved easily or permanently. Company-wide methods may minimize the human relations problems, but each method has its limitations and require constant adjustments. In no one of the areas viz., recruitment and selection, promotions, transfers and seniority, technical training (at non-managerial level) and assignment and development of managerial talents are there any pat formulas or fixed principles. However, there are methods of analysis that enable the manager to develop solutions consistent with his needs at a particular time, in a particular place.

The present volume incorporates the report of a case study in seven selected public sector undertakings in Maharashtra State.

These selected public sector undertakings are wholly Government owned autonomous organisations. There are differences in how these undertakings have come into being. The very existence of these units is actually the result of Industrial and Economic Policies of Government of India. These units undertake different industrial/trading and service activities. Problems faced by them do not present common areas everywhere.

The study has been undertaken with the purpose of knowing the 'Training procedures followed and Employee Development in selected public sector undertakings.

The objective being utilitarian is to make out the variances if any in the procedures followed and to find out the common procedures in order to standardise them.

Only seven units are studied as, a large number of units is difficult to be explored intensively. However, attempt has been to take various aspects within a specific unit, so as to describe the procedure.

The methods of approach and techniques have been those that could provide an intimate knowledge of each unit, regarding the particulars of training procedures and employee development. They are based on the questionnaire (Answered in personal visits to units), discussions with executives of respective units, analysis and consultation of records at different units.

Thus an attempt has been to collect detailed but precise data on 'Training procedures and Employee Development' as objectively as possible.

The findings are presented in textual and tabular form.

The data presented, observations made and conclusions arrived at, in this study are expected to be useful for comparison not only in the case of public sector undertakings but ~~only~~ also in respect of inter-sector undertakings as well.