

CHAPTER - 1

THEORETICAL ASPECTS OF MANPOWER PLANNING

SECTION - I

A productive or trading organisation is established to produce or sell goods by utilising various resources like raw material, finance, human resources etc. Their main objective is to maximise output with minimum resources. This objective can be best achieved by maximum utilisation of manpower resources because they are the catalyst in organisation activity. Maximum utilisation of manpowers resources achieves automatically to a great extent maximum utilisation of raw material, machinery, finance, time, energy etc. That is why manpower planning is the first step in Corporate Planning.

This chapter discusses the theoretical aspects of manpower planning in all its facts in seven sections. The first section gives a brief introduction to manpower planning. Second section deals in detail the meaning and sources of recruitment of employees in an organisation. Meaning and process of selection are discussed in third section. After a candidate is selected and appointed he needs to be trained in the art, skill and philosophy of organisation. This aspect is dealt with in detail in fourth section. Promotion policy in an organisation is important from various points.

A prudent, well co-ordinated and innovated promotion policy reduces labour turnover, improves employee involvement, moral and therefore efficiency. Promotion is discussed in fifth section. Punishing a wrongdoer employee is as essential as promoting a gooddoer employee to set an example and to develop corporate image. Sixth section analyses this part of manpower planning. Finally, seventh section concludes the chapter.

MANPOWER PLANNING

There are five most important factors of production, these are men, material, machines, methods and money. But above five factors men is the only dynamic and very important factor of production. Other factors are also important but without men these factors are not useful. In overall organisation manpower planning must be integrated with sales, purchase, production and research, engineering, etc. Manpower Planning is the continuous process in the organisation.

Manpower Planning has become important part of the overall planning of any organisation. The organisational goals cannot be realised without the procurement of adequate number of personnel. It is one of the most important and pressing responsibilities of the personnel manager to attract to the organisation and develop the organisation to take right number of people of the right type to man or various positions

created in the organisation. With shortage of manpower the organisation cannot develop itself, therefore it is essential to keep qualified and proper personnel flowing into the organisation. Surplus manpower as short manpowers adversely affect the functioning of the organisation.

DEFINITIONS:

1) Vetter Eric W. Defined human resources planning as "the process by which a management determines how an organisation should move from its current manpower position to its desired manpower position. Through planning a management strives to have the right number and the right kinds of people at the right kinds of people at the right places, at the right time, to do things which result in both the organisation and the individual receiving the maximum long-range benefit."¹

2) "Manpower planning is the process including forecasting, developing and controlling by which a firm ensures that it has the right number of people and the right kind of people at the right places, at the right time doing work for which they are economically most useful".²

3) In the words of coleman, Bruce P., "Manpower planning is the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organisation".³

Manpower planning cannot be rigid and static, it can be changed according to the needs of an organisation. Manpower

planning is a double-edged, weapon. If it is used properly, the production will be increased, reduces the excessive manpower or labour turnover and high absenteeism. But if it is used faultily it leads to disruption in the flow of work, lowers production, high cost of production, low quality and less quantity etc. So it is necessary of manpower planning in the organisation for better administration, high production, low cost of production etc.

OBJECTIVES OF MANPOWER PLANNING:

The objectives of manpower planning are

- (1) It is necessary for manager to get information about the manner in which existing personnel are deployed.
- (2) It is useful for planning and control technique.
- (3) It is necessary for matching skill requirements to accomplish organisation goals.
- (4) To ensure optimum use of human resources currently employed.
- (5) It is also useful for determining the time available for selection and training the required additional manpower.

SIGNIFICANCE OF MANPOWER PLANNING:

"Manpower is an important corporate asset; and the economic performance of companies depends upon the extent to which it is effectively utilised, so far prosperity of business enterprises has largely been due to technological

process and innovations in the different fields of management. It now appears that efficient utilisation of human assets may well become the crucial factor in determining the growth and prosperity of business enterprises"⁴

Significance of manpower planning is as put in following points.

- (1) Manpower planning is helpful for selection of the personnel.
- (2) There should be adequate number of personnel to replace persons who go out due to retirement, death, physical or mental ailments.
- (3) Manpower planning provides the personnel with the necessary qualifications, skills, knowledge, work experience and aptitude of work.
- (4) Manpower planning provides enough opportunity for identifying and developing managers to move up the corporate ladder.
- (5)

PROCESS OF HUMAN RESOURCE PLANNING

The process of manpower planning is one of the most complex, crucial functions. The process has gained importance in India to increase the size of business enterprise, to adopt complex production technology and to introduce professional management techniques.

Following points give brief idea about the process.

- (A) Deciding goals or objectives,
- (B) Estimating future organisational structure and manpower requirements.,
- (C) Auditing human resources.,
- (D) Planning job requirements and job descriptions, and
- (E) Developing a human resource plan.

STEPS IN MANPOWER PLANNING:

Human resource planning have following steps or stages.

(1) SKILL INVENTORY:

As a first step to manpower planning a list of existing employees possessing different skills and manning different positions is prepared. At the same time employees retiring the year are noted. This gives an idea of replacement requirement of the organisation.

(2) DEMAND FORECASTING:

Considering the production projections and development of the organisation, need for manpower in the future is projected. It determines personnel of different skills, experience and qualifications required by the organisation.

(3) EMPLOYMENT PROGRAMME:

After the demand forecasting the next step in manpower planning is to determine how the organisation can obtain the quality and quantity of human resources required to meet the

demand as forecasted. The recruitment, selection, placement, transfer and promotion these steps are time consuming so manpower planner must have a long-term perspective.

(4) DEVELOPMENT PROGRAMME:

The next step is development programme. In this step organisation finds out the training and development needs. The employees are given proper training.

After the training and development programme an appraisal must be made of the effectiveness of manpower planning. If there are deficiencies in the programme that should be pointed out and corrective actions should be taken to remove the deficiencies in the manpower planning.

(5) DETERMINING MANPOWER REQUIREMENTS:

The analysis of manpower leads to two aspects. These are, quantitative and qualitative. Quantitative relates to determining the right number of personnel required for each job and qualitative aspect relates to the employees quality, educational qualifications, work experience etc.

JOB ANALYSIS

Job is a term which is used in connection with work done in the organisation. Job is an occupation, such as fitter, scientist, doctor etc. A job is a combination of one or more functions which a worker carries out to earn his living. A task may be defined as a self contained piece of work producing a useful result on its own. A position is a

group of tasks assigned to one individual. Skill means an act or series of acts which requires practice to carry a particular task.

Job analysis is an analytical study of a particular operation. Job analysis is a systematic analysis of each job for collecting information about a job.

Job analysis helps to formulate training needs, also the tool for preparation of job description and job specification. Every job has a standard of performance. Job analysis also known as job study.

Following are few definitions of job analysis.

1) To quote Flippo Edwin B. "Job analysis is the process of studying and collecting information relating to the operation and responsibilities of a specific job. The immediate products of this analysis are job descriptions' and job specifications".⁵

2) According to Mathis Robert L. and Jackson John H. "Job analysis is a systematic investigation of the tasks, duties, and responsibilities of a job and the necessary qualifications someone needs to perform the job adequately".⁶

3) An U.S. Department of labour authority has defined job analysis as "the process of determining, by observation and study, and reporting pertinent information relating to the nature of a specific job ... It is the determination of the tasks which comprise the job and of the skills, knowledge abilities and responsibilities required of the worker for a successful performance and which differentiate one job from all others".⁷

USE OF JOB ANALYSIS:

The job analysis information is useful for many purposes. Most common uses of job analysis are -

- (1) Organisation and manpower planning
- (2) Recruitment and selection.
- (3) Training and development.
- (4) Wage and salary administration.
- (5) Job evaluation.
- (6) Performance appraisal.
- (7) Job design.
- (8) Safety and health.

TECHNIQUES OR METHODOLOGY OF JOB ANALYSIS:

The information of job is collected through the employees, supervisors and managers. The techniques of job analysis are as follows:

- (1) Questionnaire.
- (2) Conducting personal interviews.
- (3) Personal observation.
- (4) Maintenance of log records.

Job description is very important for job analysis. It defines scope of job activities, major responsibilities and positioning of the job in the organisation. It is different from performance assessment, it provides an important basis for establishing assessment standards and objectives.

The preparation of job description is necessary before the advertisement is given for vacant post. Job description is a by-product of job analysis. It basically describes the duties and responsibilities of a specific job.

Contents of job descriptions are-

- i) Identification of job by title department and code number of the job.
- ii) Job summary gives description of the job.
- iii) Specific duties to be performed in completing a job.
- iv) Supervision done on the employee performing a particular job.
- v) Information about the nature of risk, its occurrences and their possibilities.
- vi) Relation to other jobs giving an idea of the vertical relationships of work flow and procedures.
- vii) Working conditions give information about the environment in which the job holder must work.
- viii) Machine, tools and equipment define each major type of machine, name of machine and trade of machine.

Job specification are mostly based on educated guesses. It is a logical outgrowth of a job description. Specific factors identified may include education, experience, skill requirement, physical and mental requirements, work and working conditions and hazards.

Job evaluation uses the information given in job analysis to evaluate each job by valuing its components and ascertaining relative job worth. Job evaluation is the process adopted to help management to maintain high level of employee productivity and employee satisfaction.

Job evaluation is defined as given below.

1) The I.L.O. defines the job evaluation as "an attempt to determine and compare demands which the normal performance of a particular job makes on normal workers without taking into account the individual abilities or performance of the workers concerned".⁸

2) According to Wendell, French, " Job evaluation is a process of determining the relative worth of the various jobs within the organisation, so that differential wages may be paid to jobs of different worth".⁹

3) The Bureau of Labour statistics, U.S.A. says that "Job evaluation is the evaluation or rating of jobs to determine their position in the job hierarchy. The evaluation may be achieved through the assignment of points or the use of some other systematic method for essential job requirements, such as skills, experience and responsibility".¹⁰

There are four methods of job evaluation. They are

- (1) Ranking or job comparison,
- (2) Grading or job classification,
- (3) Point rating, and
- (4) Factor comparison.

SECTION-II
R E C R U I T M E N T

I) MEANING AND DEFINITION OF RECRUITMENT:

Higher rate of employee turnover and lower productivity and morale of the employees constitute a big problem in many organisations. The reason for this is that right type of people are not appointed for various jobs in the organisation. Actually, it is not easy to get the right type of people. This calls for a properly planned recruitment policy to minimise disruption of work by constantly changing personnel. The basis for a sound recruitment policy must be a consideration of the manpower recruitments of the organisation.

Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidate. It is the next step in the procurement function, the first being the manpower planning. Recruitment is discovering of potential applicants for actual or anticipated organisational vacancies.

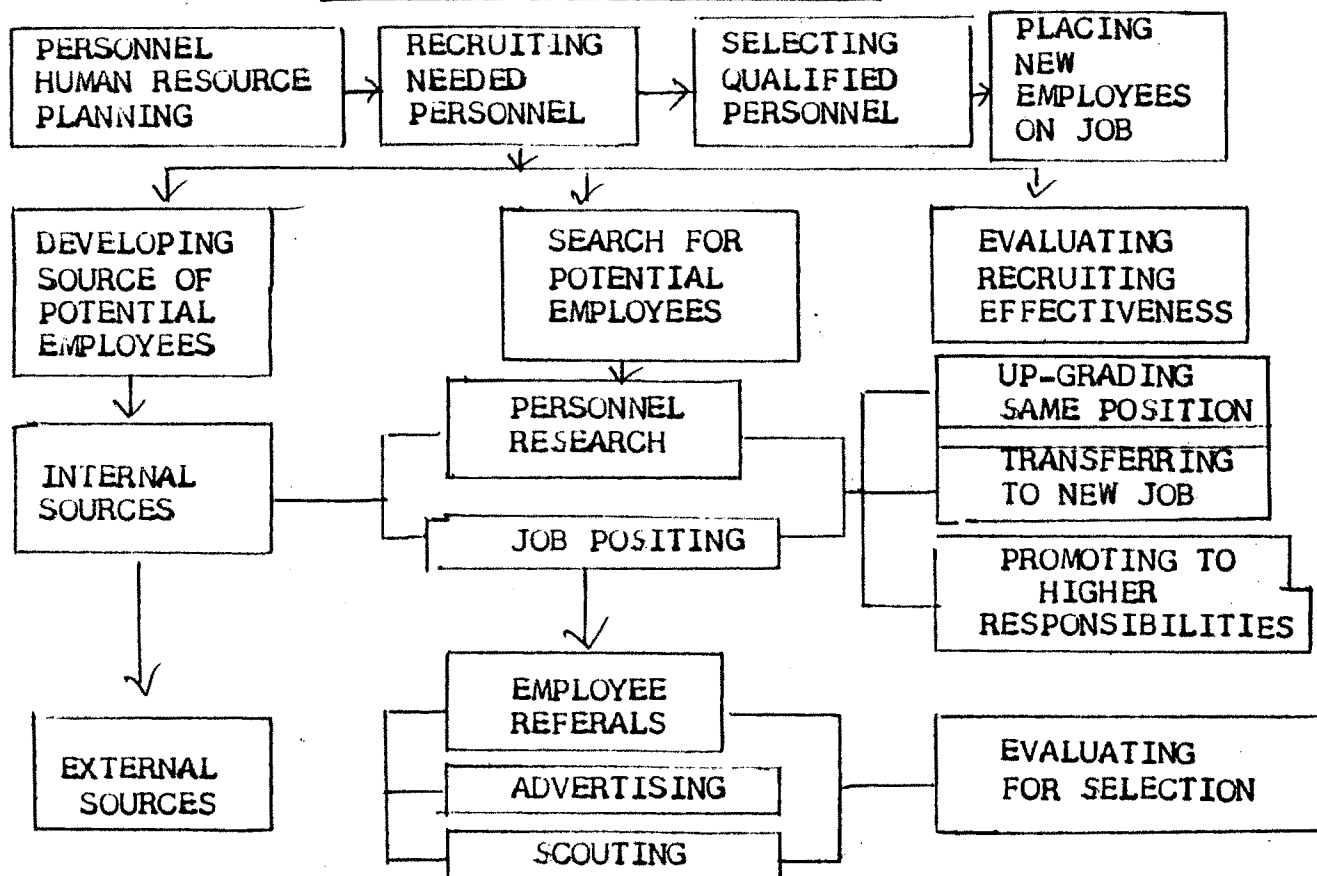
DEFINITIONS:

1) As Dale Yoder and Robbins, Stephen P. Point out "Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate number of facilitate effective selection of an efficient working force".¹¹

2) Flippo Edwin B. Views recruitment

" It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation. It is often termed positive in that it stimulates people to apply for jobs to increase the 'Hiring ratio,' i.e. the number of applicants for a job Selection, on the other hand tends to be negative because it rejects a good number of those who apply leaving only the best to be hired.¹²

STEPS ON RECRUITMENT PROCESS



Source : Mamoria C.B - Personnel Management
Himalaya Publishing house, Bombay 1989,
P.205

Employees are recruited from internal and external sources.

(A) INTERNAL SOURCES:

There are two important internal sources of recruitment namely, transfers and promotions. Transfer involves the shifting of an employee from one job to another. Whenever a vacancy occurs, somebody from within the organisation is upgraded, transferred, promoted or sometimes demoted.

(B) EXTERNAL SOURCES:

Employees can be recruited by direct hiring, by inviting friends and relatives of present employees by advertisement, freshers from educational institutions, employment exchanges, trade unions, employers' or trade associations, labour contractors, other firms, radios, televisions and waiting lists.

SECTION-III

S E L E C T I O N

Fitting the worker to the job is the first and the most important step in promoting individual efficiency and adjustment in industry. Scientific selection of employees is an important function of the Personnel Department.

The basic purpose of the selection process is to choose right type of candidates to man various positions in the organisation. In order to achieve this purpose, a well organised selection procedure involves many steps. At each

step more and more information is obtained about the candidates.

According to Yodar, Dale, " The hiring process is of one or many ' go, no-go ' gauges. Candidates are screened by the application of these tools. Qualified applicants go on to the next hurdle, while the unqualified are eliminated".¹³

Generally good selection process will include the following steps, which act as a sequence of obstacles to be surmounted by the candidates seeking employment.

- (1) Preliminary interview,
- (2) Application forms,
- (3) Reference letters,
- (4) Group discussions,
- (5) Interviews,
- (6) Tests,
- (7) Physical examination,
- (8) Selection and placement,
- (9) Induction, and
- (10) follow up.

In many organisations preliminary interviews are conducted at the beginning of selection process. That is done specifically for executive posts. Persons who have succeeded in preliminary interview are **required** to fill in application forms. This is done to gather information about the candidate. The information given in the application form helps the interviewer to formulate appropriate questions.

The candidate is required to submit reference letters. They provide impartial assessment and evaluation of the capabilities of the applicant.

As a fourth step in the process of selection, a group discussion is organised where the candidates are invited to present their views on a subject. The candidates analyse, discuss and articulate their views in a leaderless situation. Persons short listed in the group discussion are invited to an interview where in the process of discussion fitness of the individual for the particular job is evaluated. Interview committee consisting of personnel manager as Chairman and departmental head as member conduct the interview in informal or formal manner with the help of structured or unstructured questions.

Various tests are conducted to supplement the other selection techniques. Among them aptitude, trade, personality tests are important. Candidates finally selected undergo a physical examination. Those found physically fit are placed and trained.

SECTION - IV

TRAINING

After selecting the candidates, the most important part of the personnel programme is to impart training to them. In modern world of technological changes, the need for training employees is being increasingly recognised so as to keep the employees in touch with latest developments.

Training is teaching the art of doing the job in a correct, effective and efficient manner and it may even be dedescribed as 'something which is necessary for everything'. Training is telling plus showing, plus supervising until the desired change is achieved in the skill, attitude or behaviour.

In the words of Flipppo, Edwin B. "Training is the act of increasing the knowledge and skills of an employee for doing a particular job".¹⁴

KINDS OF TRAINING:

(1) INDUCTION OR ORIENTATION TRAINING:

Induction or introduction is concerned with the problem of orienting a new employee to the organisation and its procedures, rules and regulations. When a newly appointed employee reports for work, he must be helped to get acquainted with the work environment and the fellow employees. It is better to give him a friendly welcome when he joins the organisation, get him introduced to the organisation and help him to get a general idea about the rules and regulations,

working conditions, etc. of the organisation.

This induction programme is generally informal in case of small firms and its duration is two or three weeks.

(2) JOB TRAINING:

Job training is given in different ways to make the workers proficient in handling machines, equipments and materials so that operations are smooth and faultless and accidents are avoided. Training for a job is the most common of formal in plant training programme.

Job training is necessary for new employees. It is essential to create interest of the employees in their jobs and make low accidents.

Besides craft training, learner training, internship training and refresher training are different methods used.

METHODS OF TRAINING

Broadly speaking there are four methods of vocational training.

(1) ON THE JOB TRAINING:

This system of training the employees is more widely used, provided the number of employees to be trained is limited at the same time for the same job. It is cheaper method of training labour and it is very useful for learning unskilled semiskilled manual jobs as well as clerical jobs.

(2) VESTIBULE SCHOOL:

It is a special training school for training the employees. An attempt is made to duplicate the actual equipment, material and conditions found in a real work place.

(3) APPRENTICESHIP:

This is one of the oldest methods of training. It is very popular in specific trades and crafts, i.e. in technical fields e.g. machinist, electrician, pipe fitters, etc. The candidates must have interest and competency. He should be temperamentally suited for the job. Apprenticeship method also provides class room instruction in trade, in addition to providing training in acquiring skills. This method of training is, of course ideal but it is relatively costly.

(4) SPECIAL COURSES:

We can have class room methods, lectures, seminars, conferences, case study i.e. learning by doing, role playing for training of managers etc. This is also called off-the-job training.

SECTION - V
PROMOTION

A promotion involves reassignment of an employee to a position having higher pay, increased responsibilities, more privileges, increased benefits and greater potential. The purpose of a promotion is to provide a vacancy which in general, is smooth more to the organisation than the incumbent's present position.

According to Scott W., Clothier, R.C. and spriegal, W. "A promotion is the transfer of an employee to a job which pays more money or one that carries some preferred status".¹⁵

A promotion may be defined as an upward advancement of an employee in an organisation to another job, which commands better pay/wages, better status/prestige, and higher opportunities/challenges, responsibility, and authority, better working environment, hours of work and facilities, and a higher rank.

Promotions are done to put the worker in a position where he will be of a greater value to the company. By promoting an employee the management recognises an individual's performance and rewards him for his work. Promotion increases employee's organisational effectiveness, builds morale, loyalty, and develops a sense of belongingness. It provides an opportunity, to the employee, of unbroken continuous service and therefore promotes job satisfaction.

In developing a systematic promotion procedure a plan of job relationships is first established, promotion routes are traced, lines of advancement are defined. Personnel department maintains detailed service record of employees so that the facts upon which promotions are based are easily available. On there being some vacancies at higher levels these openings are announced and interested employees are invited to apply. Eligible candidates are given a test and are interviewed . Suitable candidates are selected for promotion and are trained for the new job.

PROMOTION POLICY:

The usual policy is to take merit into consideration, sometimes length of service, education, training courses completed, previous work history, etc. are factors which are given weightage while deciding on a promotion. although promotions are made on the basis of ability, hard work, co-operation, merit, honesty, many informal influences are powerful determinants of a promotional policy.

The basis for promotion, are usually seniority and merit or competence.

Seniority is the length of recognised service of an employee in an organisation. It is an objective means of promotion. The measurement of length of service is exact and simple. It is accepted by the majority in group. It satisfies the human relations approach. It promotes more

peace than does the use of merit. Whereas merit is the subjective measurement affected by bias and favouritism. Promotion by seniority also reduces the labour turnover. Seniority ignores merit or ability. It overvalues experience, gives no initiative towards preparation for advancement. It drives out the talents of the firm.

There should be compromise between seniority and merit when ability is substantially equal, seniority should govern the promotion.

According to Pigors, Paul and Myres Charles A. the following are the requisites of a sound promotion policy in addition to competence and seniority.

- (1) The management should state its policy of promotion in clear terms.
- (2) Mobility of personnel within the organisation is allowed to encourage the personnel to take up better jobs.
- (3) The lines or ladders of promotion should be previously stated. The lines of promotion should be determined on the basis of job requirements like, competence, experience formal education etc.
- (4) Vacancies for promotion should be brought to the notice of the employees by circulating notice or exhibiting posters or notices so that the eligible employees may apply within the specified period.
- (5) A sound promotion policy should give an opportunity for the employee to appeal against unjust and unequitable promotion.

SECTION - VI
PUNISHMENT

Even when the candidates are scrupulously and carefully selected, trained and put on the job some errors take place either in-advertantly or advertantly. Some employees report late to the duty, some absent themselves from duty without prior sanction as well prior intimation, some come to the factory drunk and cause disruption in the work process. These are small incidences. Because of negligence, sometimes, a job is spoiled or a part of a machine is broken causing damage to the property of the company. Sometimes, an employee, with an attitude of revenge breaks jigs and fixtures, tools, parts of a machine putting an halt to the process of production. This sets and bad examples, repetition of which causes embarassment and loss to the company and if not checked on time is likely to spread among other employees.

It is a social practice to reward the acts that benefit the society and punish the acts that harm the society. This is social psychology that acts rewarded arerepeated and acts punished are avoided. So it is not with a view to do a wrong to the wrong doer a punishment is awarded but with a view to let others know that negligence and errors are not to emulated and repeated. It is a process of social reform.

Principle of social justice demands that the punishment should commensurate the mistake. These are not crimes, they

are mistakes; therefore nature of punishment awarded to employees is basically different from punishments awarded to criminals. Small mistakes are met with small punishments like warnings and memos. Big mistakes or purposeful repeatation of small mistakes are tackled by major punishments like stoppage of increments, stoppage of promotion, fine etc. Still bigger mistakes are crushed by severe punishment like suspension or dismissal.

Process of dealing with mistakes, small and big is laid down in the law of the country. To begin with the wrong-doer is given an understanding that he has committed a mistake that is taken note of by the management. He is advised to give his say or explanation in the matter. If the explanation given is found to be satisfactory he is advised to avoid recurrence of the mistake. If the mistake recurs the employee is, after giving an opportunity to present his say, is punished. But if the explanation is found to be not satisfactory, he is chargesheeted. Eventhen the wrongdoer is given an opportunity to plead his case and prove his innosance. But if his explanation is found to be inadequate he is punished. An advocate is permitted to plead the case of the plentif.

In this lengthy and tiresome procedure, there is a likelihood of some bias being developed against the employee. And to develop faith in the process of justice, it is necessary to have the entire proceedings open and transparent. Not only the employees in general but even the wrong doer must feel that justice is done.

SECTION - VII

In the preceding six sections, a detailed discussion of the concepts and processes upon which the present study is based, is given. Manpower planning is to project the future needs of the organisation considering all eventualities and develop human resources to meet this demand. Manpower planning is not just preparing and executing a plan to man the positions. It is development and projection of corporate. Philosophy and to mould a batch of human beings to strengthen and further the philosophy. Therefore, manpower planning is more than preparing a blue print.

There are five aspects of manpower planning that are discussed in succeeding five sections. Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule. Men can be recruited internally as well externally. Recruiting people of rational attitude is the key-to-successful manpower planning.

The basic purpose of the selection process is to choose right type of candidates to man various positions in the organisation. Selection process moves through ten steps. Each step in the process of selection obtains more information about the candidate to determine his suitability. After a candidate is selected he is appointed on a probation.

Candidates need to be trained in skill and attitude so that he becomes one with the organisation and proves to be an asset. It increases knowledge and skills of an employee for doing a particular job. Training updates the knowledge and skill, prepares him for higher responsibility, develops proper job-related attitude, makes him adaptable to organisational changes. There are various types of training. One type or a mix of more types is chosen to suit the job for which a candidate is to be prepared.

When positions in hierarchy fall vacant are filled mostly by promoting persons working presently at lower level. Promotion is the advancement of an employee to a better job. In the process of promotion an employee is placed in a position where he is of greater value to the organisation. Establishment of job relationship, tracing promotion routes, defining lines of advancement are important aspects of promotion process. Candidates are promoted on the basis of seniority, past performance, ability or various combinations of these bases.

Mistakes committed by an employee, inadvertently or purposely are to be dealt with to avoid recurrence and spread of such acts. Acts that are harmful to the society must be corrected to establish social justice. The process of punishment must be open, transparent and simple. The wrongdoer must be given adequate opportunity to defend himself and the nature of the punishment must not be vengeance but a corrective measure.

The upshot of the analysis is that recruitment, selection, training, promotion and punishment are the five inseparable aspects of manpower planning. All these aspects of human resource development must be unidirectional, well intergrated and coordinated. That alone will make the manpower planning successful.

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