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DEVILS AT WORKPLACE -WOMEN EMPLOYEES BEWARE.

(A STUDY OF INCREASING TREND OF SEXUAL HARASSMENT CASES AT WORK PLACE WITH SPECIAL TO ORGANISED SECTOR IN THE WAKE OF
SSWW Act 2013) *

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Mr. Bond, they have a saying in Chicago: "Once is happenstance. Twice is coincidence. The third time it's enemy action." –

Goldfinger

ABSTRACT:

*Devils are working overtime in offices, workshops & other work places. Sexual harassment is a form of unwanted attention that is sexual in nature ranging from unwelcome comments, inappropriate sexual advances, and unacceptable physical contact. It also violates Title VII of the Civil Rights Act of 1964 and definition of 'human rights' in Section 2 (d) of the Protection of Human Rights Act 1993. In a sexual harassment case, the harasser may be a man or woman. Now days almost all the MNCs & other organisations boast of being Equal Employment Opportunity employers offering safe working environment but the facts are diagonally opposite. In India the most notorious recent cases are that of Gopal Kanda, Phaneesh Murthy, joining the bandwagon are (Retd) Justice of Supreme Court Ganguly currently the Chairman of Human Rights Commission of West Bengal Tarun Tejpal of the **TEHLAKA.COM**. According to a recent American study, 30-50% of female employees have experienced some form of sexual harassment in their work life, and about 10% of male employees have been in the same position. The Sexual harassment cases are rising alarmingly in India & globally. If we take a broader look at the scenario the sexual abuse against women in general including domestic help are on the upswing. Despite of the redressal/legal mechanism including the latest SSWW Act 2013 the law enforcement authorities and the disciplinary authorities in organised sector many a times turn a nelson's eye to such cases.*

In most of the countries moral harassment is also punishable along with Sexual harassment. Almost all the countries studied for this research paper have either full-fledged laws or regulations in place to safeguard the women employees but it has not proved as the deterrent. In India several offenders include high profile and influential people from all strata, all fields including judiciary which was once considered pious profession. Also there are habitual offenders and this seems to be rather general tendency. Sexual harassment is violation of the fundamental rights of a woman to equality under articles 14 and 15 and her right to life and to live with dignity under article 21 of the Constitution of India, and right to practice any profession or to carry on any occupation, trade or business which includes a right to a safe environment free from sexual harassment. Further

the protection against sexual harassment and the right to work with dignity are universally recognised human rights by International Conventions and instruments such as Convention on the Elimination of all Forms of Discrimination against Women, which has been ratified on the 25th June, 1993 by the Government of India.

*This article strives to take stock of the global situation and the issues like what is the effective remedy, what are the challenges and how to change the **mindset** of the people so that the cases of sexual harassment are minimised though not totally eliminated.*

Key Words: - Global Scenario, Organised Sector, Redressal/legal/mechanism, Sexual harassment, Women employees.

* (Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal Act 2013 –[no 14 of 2013] wef 9/12/2013)

1. INTRODUCTION:

1.1 Women's participation in economic sector is crucial for their economic empowerment, sustainability and prosperity, but problems such as sexual harassment in the workplace discourage women to continue working. Sexual harassment in the workplace though an age-old problem has emerged as a serious concern in Asia and the Pacific recently. It is increasingly being recognized as a violation of human rights and human dignity which undermines equality of opportunity and treatment between men and women. The Sexual harassment cases are rising alarmingly in India & globally. Although the Hon'ble Supreme Court in *Vishaka and Others Vs. State of Rajasthan and Others (JT 1997 (7) SC 384)* laid down extensive guidelines and norms long ago, it has not served as the deterrent for a large section of people working in offices. Sexual harassment does not discriminate and unfortunately affects both sexes and all ages. Although the majority of incidents originate from situations with female victims, the prevalence of male victims is rapidly increasing, and for them harassment comes mainly from a female boss or manager. According to a recent American study, 30-50% of female employees have experienced some form of sexual harassment in their work life, and, about 10% of male employees have been in the same position.

1.2 It will be most pertinent to cast a glance at the guidelines laid down by Hon'ble Supreme Court in *Vishaka and Others Vs. State of Rajasthan and Others (JT 1997 (7) SC 384)*. The scope of sexual harassment as delineated therein includes such unwelcome sexually determined behaviour (whether directly or by implication) as: a) Physical contact and advances; b) A demand or request for sexual favours; c) Sexually coloured remarks; d) Showing pornography; e) Any other unwelcome physical, verbal or non-verbal conduct of sexual nature. It is the duty of the employer or other responsible persons in work places or other institutions to prevent or deter the commission of acts of sexual harassment and to provide the procedures for the resolution, settlement or prosecution of such acts by taking all steps required. It may be noted here that the sexual harassment also violates definition of 'human rights' in Section 2 (d) of the Protection of Human Rights Act 1993. All employers

or persons in charge of work place whether in public sector or private sector are required to take appropriate steps to prevent sexual harassment. _____

_* (Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal Act 2013 –[no 14 of 2013] w e f 9/12/2013).

1.3 The *SSWW Act 2013*- The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal Act 2013 (hereinafter referred to as *SSWW Act 2013* for the sake of brevity) had received Presidential assent on 22 April 2013, but came into force w e f 9/12/2013.(*PTI New Delhi 14/12/2013*). This is a recent piece of legislation and a brief comparison of the main provisions of the *SSWW Act 2013* is attempted with the guidelines laid down by Hon Supreme Court of India in erstwhile *Vishaka and Others Vs. State of Rajasthan and Others (JT 1997 (7) SC 384)* (hereinafter referred to as the guidelines).

- ✚ The definition of the sexual harassment remains more or less the same in the *SSWW Act 2013* and the guidelines but the scope has been widened to include implied or explicit promise of preferential treatment, threat of detrimental treatment, threat to present or future employment status, interference with her work or creating an intimidating or offensive or hostile work environment for her, humiliating treatment likely to affect her physical, mental health or safety.
- ✚ The *SSWW Act 2013* applies to both organized and unorganized sector like self employment firms, the domestic help even in a dwelling place or houses whereas the guidelines were not applicable. This is indeed a welcome step as the sexual harassment cases are on the increase against domestic help and the police often do not take the cognizance of such cases easily as the influential and rich people are involved.
- ✚ The punishment provided in *SSWW Act 2013* appears to be harsh and will work as deterrent. The punishment may lead to termination of service, withholding of increments and promotions and payment of compensation to the victim by the accused if found guilty.
- ✚ There was abundant misuse of the sexual harassment cases by the women employees to either settle scores, seek undue favours or blackmail/ their male colleagues/bosses. As per a study by an NGO at-least 20% such cases existed in the organised sector. As per *SSWW Act 2013*, if after inquiry the allegations against the accused are found to be false, frivolous and made with malicious intent the complainant will also face the same penal/other action as the accused.
- ✚ The redressal mechanism has been made more effective as compared to guidelines. Every organization to which the *SSWW Act 2013* is applicable; should constitute an Internal Complaints Committee (ICC). The District Magistrate/Additional District Magistrate or the Collector/Deputy Collector- District Officer for every District will also constitute Local Complaints Committee, (LCC) so that complaints can be made to LCC where ICC is not constituted. There is also a provision for conciliation.

- ✚ Though men are also subjected to sexual harassment there is no provision to deal with such cases. Further the Act is silent on mental harassment. Guidelines were also silent on these issues. In some of the countries provisions to deal with mental harassment exists.
- ✚ Section 19 of the *SSWW Act 2013* explicitly states that every employer shall provide a safe working environment at the workplace which shall include safety from the persons coming into contact at the workplace while in guidelines such a provision was implicit.

2. THE PHANEESH MURTHY SAGA AND OTHER CASES:

2.1 The Phaneesh Murthy Saga: Though this article is not woven around the Phaneesh Murthy and his 3 episodes, but being an ICONIC and high profile case with several dimensions and ramifications involving the company, the victim, the culprit and his family, some details of the case are required to be discussed for proper comprehension of the topic. Phaneesh Murthy is an alumni of the IIM, Ahmedabad, Mechanical Engineering graduate from IIT Madras. Phaneesh very intelligent, brilliant, workaholic, the first one in office and the last one to leave, was also very comfortable working in grey areas. Though wealthy thanks to stock options in Infosys and iGate; but not flashy. He is frugal, doesn't smoke or drink, a vegetarian and not fond of splurging money and lived a very simple lifestyle. In January 2003, he founded Quintant Services, a BPO company, which was later acquired by iGate Global Solutions. In August 2003, he became chief executive officer of iGate Global Solutions. He helped iGate to acquire Patni Computer services, one of the oldest IT Company from India, for \$1.22 billion. He was a high flyer in Infosys and a blue eyed boy of CEO Narayan Murthy. The Infosys lawsuit was filed by Phaneesh's Executive Secretary Reka Maximovitch, a Bulgarian American national, complaining of sexual harassment and wrongful termination of her employment. According to a report Infosys paid \$3 million or about Rs15 crore for an out of court settlement in the sexual harassment lawsuit against Murthy who was the company's member of the board at that time. In 2004, while he was chief executive of GATE Global Solutions, Murthy settled another sexual harassment lawsuit out of-court for \$800000/-. **He was sacked from iGate Corp chief executive position, following the allegations of sexually harassing the firm's Investor Relations Head Araceli Roiz (who had joined iGate in May 2010) and allegedly making her pregnant.** Murthy was sacked after a company sexual harassment investigation revealed that he had not disclosed a relationship with her. **The victim** alleged that Murthy had manipulated her into having a relationship with him soon after she joined the firm. When Murthy discovered she was **pregnant** he pressured Ms Roiz to have an abortion. When she refused, he told her to leave the company, quietly, to protect his position as CEO. iGate employees allege that the relationship between Roiz and Phaneesh was hardly a secret. Several people in the company knew about it and they say that Roiz travelled with Phaneesh extensively and often, including Srinu Kandula - Global HR head. He also received the tactical support of HR, spreading the terror and spoiling culture in the office. Srinu Kandula, in

fact, protected Peenish all through two years. “The only reason Murthy was able to engage in these abusive and harassing actions is because he was Roiz’s employer. The CEO of any company has tremendous economic and personal power over his subordinates. Roiz was dependent on her continued employment for her basic living expenses and Murthy conditioned her further employment and career advancement opportunities on her entering into a relationship with him which, eventually and reluctantly, she did. When she tried to get out from the relationship, he reduced her responsibilities, threatened her, and pressured her to continue the relationship”.

2.2 The damages so far:

- Phaneesh Murthy has been branded as womanizer, had to leave the job, face loss of reputation.
- According to a US-based analyst i-GATE, the company has **lost one \$200 million technology outsourcing contract** they had won and is likely to lose another one of similar value.
- The share price fell down by \$5 to \$16, less than what the company was trading at before Murthy was fired. It has resulted into loss to the share holders and devaluation of the company.
- i-GATE is getting lot of negative publicity on social media and news paper.
- Phaneesh Murthy’s wife and kids suffered from his bad reputation will have to live with stigma for a long time to come.
- The damage is to such an extent that the HR team had to tell its employees’ not to comment anything on social networking to stop further damage.

2.3 Sexual harassment is often not a one-time affair: - Though Phaneesh Murthy has 3 cases to his discredit but he is not the exception. There are several examples of people who have been repeatedly seeking sexual favours at the workplace. Former US President Bill Clinton who had a long affair with Monica Lewinsky a 22-year-old White House Intern, that led to his impeachment in 1998 by the U.S. House of Representatives and his subsequent acquittal in a 21-day Senate trial was alleged to have sexually harassed state employee Paula Jones, when he was the Governor of Arkansas. Former IMF Chief Dominique Strauss-Kahn resigned in 2011, after a 32-year-old maid, Nafissatou Diallo, at the Sofitel New York Hotel alleged that Strauss-Kahn had sexually assaulted her after she entered his suite. The case was settled out of court. Later, Strauss-Kahn was accused of sex harassment by a journalist in 2002. Former San Diego Mayor Bob Filner, 71, was sentenced to three months of home confinement and three years’ probation for acts against three women. Nineteen other women publicly accused Filner of acting inappropriately and sexually harassing them.

2.4 Geetika Sharma suicide and Tehelka.Com case: Geetika Sharma was employed in Former Haryana Minister Gopal Kanda's MDLR airlines as airhostess. Serious allegations of rape and sexual harassment have been levelled against Gopal Kanda by Geetika. In her August 2011 suicide note she blamed Kanda for sexually harassing her in return for employment in the airline. Kanda and his employee Aruna Chadha are facing charges of abetting suicide of Geetika Sharma. A journalist working with Tehelka who was in Goa with Tarun Tejpall the

Editor of **Tehelaka** levelled charges of rape against him. The victim confided with her three colleagues immediately after the incident. On knowing this Tarun Tejpal resigned on the moral grounds and decided to distance himself from responsibilities for six months. He made a confession to the Managing Editor of Tehelaka and it seemed the case was closed as an internal matter. But The National Commission for women (NCW) took cognizance of the matter, later the Goa police arrested Tarun Tejpal and the court remanded him to police custody. In yet another case associated with electronic media, a radio station staffer complained about sexual harassment by her employer CEO of FM-Radio.

2.5 The (Retd) Justice Ganguly case: This is the latest one to rock the country which is already saddled with several high profile cases of sexual harassment. (Retd) Justice of Supreme Court Ganguly; currently the Chairman of Human Rights Commission of West Bengal. A law intern has leveled serious allegations of sexual harassment against him. According to the victim who deposed before a three member committee, Ganguly called her in his hotel room and assigned job of preparing a report. He then started making sexual advances towards her like holding/kissing her hand, touching on her back and then forcibly trying to molest her. There is a strong demand that he should resign immediately from his current job, otherwise the Government would take steps to remove him from the office. Interestingly in almost a similar case a New York district judge ruled that unpaid interns are not protected from sexual harassment by the New York Human Rights Law because they are not 'real' employees.

2.6 There are several cases in India & abroad, directly/indirectly arising out of workplace relationship like: KPS Gill IPS, former IG of Punjab, misbehaving in a party with Ms Rupen Deol Bajaj an IAS in a social party. A Telugu news channel aired a video that showed N.D Tiwari in bed with three women at Raj Bhavan in Hyderabad. A police complaint was filed against Tiwari for "sexually abusing girls, blackmail and misuse of office". He was removed as Andhra Pradesh governor in December 2009. David Petraeus Former CIA Director was reported to be involved in an extramarital affair with his official biographer Paula Broadwell which eventually led his resignation on November 9, 2012. David Davidar Former president and CEO of Penguin Canada was sacked in June 2010. Lisa Rundle a former employee had filed a half-million-dollar law suit against him and the company alleging that he sexually harassed her for three years and sexually assaulted her at the Frankfurt Book Fair in Oct 2009. The case was settled out of Court. Moshe Katsav Former Israeli President had to quit Presidency in disgrace, in July 2007, accused of rape and sexual harassment of several women who used to work for him while he was President, and in his former capacity as tourism minister, Katsav. He was sentenced to seven years in prison on 22, March 2011.

3. THE GLOBAL SCENARIO ON SEXUAL HARASSMENT:

Let us cast a look at the global scenario on some sexual harassment cases. (Other than Asia)

- ❖ **AUSTRALIA:** The Sex Discrimination Act 1984 defines the term sexual harassment as unwanted conduct of a sexual nature in circumstances in which a reasonable person having regard to all the circumstances would have anticipated that the person harassed would be offended, humiliated or intimidated. There are cases of sexual harassment at work place but the employers are taking all the preventive steps to protect the women employee's dignity.
- ❖ **DENMARK:** Sexual harassment is defined as, when any verbal, non-verbal or physical action is used to change a victim's sexual status against the will of the victim and resulting in the victim feeling inferior or hurting the victim's dignity. In the workplace, jokes, remarks, etc., are only deemed discriminatory if the employer has stated so in their written policy. Women are viewed as being responsible for confronting harassment themselves, such as by slapping the harasser in the face. *(Law number 1385 of December, 21, 2005 regulates this matter.)*
- ❖ **EGYPT:** Recently, a poll conducted on 1,000 women from all parts of the country, found that 98% of foreign women alleged they had been sexually harassed. And about 8 out of 10 Egyptian-born women said the same thing. One of the most important aspects of this study was that it found that **72.5% of victims surveyed were wearing hijab** when they were sexually harassed. It happened to all women, even ones that are in full niqab, under several layers of cloth. Interestingly in the U.S; women have never been sexually harassed after donning hijab.
- ❖ **FRANCE:** French Criminal Code describes sexual harassment as, "The fact of harassing anyone using orders, threats or constraint, in order to obtain favors of a sexual nature, by a person abusing the authority that functions confer on him." This means the harasser can only be someone with authority on the harassed as there can't be sexual harassment between coworkers of the same rank. However, moral harassment occurs when an employee is subjected to repeated acts, [one is not enough]; which may result in a degradation of conditions of employment, affect physical or mental health or jeopardize her future. Sexual as well as moral harassment is recognized by the law.
- ❖ **GERMANY:** Around 2/3 of all women have felt molested at work. Both men and women can be victims of sexual harassment. It includes wolf-whistling, staring, sexual remarks, physical touching, forcing of sexual actions, unwanted invitations with sexual motivation, showing of pornography, threatening with disadvantages in the job for sexual refusal or promising advantages for sexual openness, or even rape. According to German equal treatment law (AGG), employers are obliged to protect their employees from sexual harassment. Harassment can occur in workplaces, in dining rooms, break rooms, in stairwells,

hallways, on events, company trips, company parties like; Christmas parties or carnival or on business travels. Victims, often, are women who are low socialized or who are competitors to men can be harassed.

- ❖ **ISRAEL:** The 1998 Israeli Sexual Harassment Law interprets sexual harassment broadly, and prohibits the behavior as a discriminatory practice, a restriction of liberty, an offence to human dignity, a violation of every person's right to elementary respect, and an infringement of the right to privacy. Additionally, the law prohibits intimidation or retaliation that accommodates sexual harassment. Intimidation or retaliation thus related to sexual harassment are defined by the law as "prejudicial treatment".
- ❖ **POLAND:** There is no special provision in the employment laws that provides for moral or sexual harassment; however it is commonly accepted by the *jurisprudence*, that sexual harassment occurs when the employee is subjected to acts of another person in order to obtain favours of a sexual nature. Moral harassment occurs when an employee is subjected to acts which may result in a deterioration of his conditions of employment or undermine his rights and dignity as well as affect his physical or moral health.
- ❖ **RUSSIA:** In the Criminal Code, Russian Federation, (CC RF), there exists a law which prohibits utilisation of an office position and material dependence for coercion of sexual interactions (Article 118, current CC RF). However, according to the Moscow Center for Gender Studies, in practice, the courts do not examine these issues. A survey in which "100% of female professionals in Russia, said they had been subjected to sexual harassment by their bosses, 32 % said they had had intercourse with them at least once and another 7% claimed to have been raped".
- ❖ **SWITZERLAND:** The ban on sexual harassment in the workplace forms part of the Federal Act on Gender Equality (GEA) of 24 March 1995. The ban on sexual harassment is intended exclusively for employers, within the scope of their responsibility for protection of legal personality, mental and physical well-being and health. Article 4 of the GEA of 1995 defines sexual harassment in the workplace as follows: "Any behaviour of a sexual nature or other behaviour attributable to gender which affronts the human dignity of males and females in the workplace. This expressly includes threats, the promise of advantages, the application of coercion and the exercise of pressure to achieve an accommodation of a sexual nature.
- ❖ **UNITED-KINGDOM:** The Discrimination Act of 1975 was modified to establish sexual harassment as a form of discrimination in 1986. It states that harassment occurs where there is unwanted conduct on the ground of a person's sex or unwanted conduct of a sexual nature and that conduct has the purpose or effect of violating a person's dignity, or of creating an intimidating, hostile, degrading, humiliating or offensive environment for them. If an employer treats someone less favourably because they have rejected, or submitted to, either form of harassment, it is also considered as sexual harassment.

- ❖ **UNITED STATES:** There are a number of legal options for a complainant in the U.S.: arbitration, filing a case with the Equal Employment Opportunities Commission or filing a claim under a state Fair Employment Practices or filing case under common law tort, etc. Not all sexual harassment will be considered severe enough to form the basis for a legal claim. In US there is a common practice to settle the cases out of court where the victim is paid compensation either or by the offender or the employer. Because of this, few cases make it to federal court.

4 **SEXUAL HARASSMENT IN THE WORKPLACE IN ASIA:**

- ❖ **BANGLADESH,** there are increased high incidences of sexual harassment. A recent survey shows that women's participation in labour force is 51 percent, women engaged in agriculture are 63 percent, women in service sector are 27 percent and women in industrial activities are 10 percent. Women are forced to face double jeopardy when it comes to sexual harassment. They are vulnerable to physical, psychological and sexual abuse in the workplace; they are frequently subjected to harassment in the public domain. According to a survey on safety regulations in the garment industry, sexual harassment is the most dominant source of stress for garment workers.
- ❖ **CHINA:** The Beijing Platform for Action highlights violence against women as a physical, sexual, psychological violence occurring within general community, including rape, sexual abuse, sexual harassment and intimidation at work, in educational institute etc, giving primary responsibility to the government to protect women from such violence. Trade unions have also played a role in addressing the problem of sexual harassment. In organizations where policies have not been introduced, trade unions have sometimes taken ad hoc action on receiving a complaint, and managed to get redressal for the victim.
- ❖ **JAPAN:** The position is frightful. Dealing with sexual harassment in the workplace, a study conducted by Ministry of Labour itself, found that out of 2254 women respondent, two third were subject to sexually harassed, 11 % had experienced quid pro quo and 45 % had been subjected to hostile working environment. The Law requires the employers to protect the women employees from sexual harassment.
- ❖ **PAKISTAN,** a report of the Commission on inquiry for Women in Pakistan recognized that sexual harassment in the workplace and elsewhere is widespread and it recommends the enactment of legislation making it mandatory for all employers to respond and monitor incidents of violence and harassment at work. The Alliance Against Sexual Harassment AT Workplace (AASHA) are taking initiative to conduct awareness and training programmes on a wide scale.
- ❖ **PHILIPPINES:** The Anti-Sexual Harassment Act of 1995 was enacted "primarily to protect and respect the dignity of workers, employees, and applicants for employment as well as students in educational institutions or training centers. This law provides for the duties and liabilities of the employer in cases of

sexual harassment, and sets penalties for violations of its provisions. A victim of sexual harassment is not barred from filing a separate and independent action for damages and other relief besides filing the charge for sexual harassment.

5 CONCLUSIONS AND SUGGESTIONS:

5.1 CONCLUSIONS: Sexual harassment at workplace seems to be very common across the globe whether it is Asia, Europe, and Muslim or non Muslim countries. In most of the countries moral harassment is also punishable along with sexual harassment. Almost all the countries studied for this research paper have either full-fledged laws or regulations in place to safeguard the women employees but it has not proved as the deterrent and the cases are on rise. In India the offenders include high profile and influential people from all strata, all fields including judiciary which was once considered pious profession. Also there are habitual offenders and this seems to be rather a general tendency. Sexual harassment is violation of the fundamental rights of a woman to equality under articles 14 and 15 of the Constitution of India and her right to life and to live with dignity under article 21 of the Constitution and right to practice any profession or to carry on any occupation, trade or business which includes a right to a safe environment free from sexual harassment. Further the protection against sexual harassment and the right to work with dignity are universally recognised human rights by International Conventions and instruments such as Convention on the Elimination of all Forms of Discrimination against Women, which has been ratified on the 25th June, 1993 by the Government of India.

Increasing number of Asian women are taking up jobs outside home and homeland. Many women are subject to harassment and unwanted attention because they are women. Inequalities in the position of men and women exist in nearly all societies and sexual harassment at work is a clear manifestation of unequal power relations. Women are vulnerable to the harassment because they lack similar power, lack self-confidence and are socialised that they are to suffer in silence. Sexual harassment is also used as a tool to discourage women who may be seen as potential competitors for power. Discussions about sexual harassment in the international forums have been largely focusing on the workplace. Adequate attention is yet to be given to the sexual harassment in an organized sector, universities and in public places. Though women in workplace suffer the problem many times both the employees and employers deny the existence of the problem. The scarce employment opportunity and the fear of losing job keep the victims silent. Sexual harassment is still considered as a flirt, or office romance in workplaces. Many times women are blamed for enticing men for harassment. Sexual harassment is a form of gender discrimination. Many sexually harassed individuals put up with the damaging physical and psychological effects of sexual harassment because taking action can be daunting, especially in environments that do not provide moral and practical support. Most often, victims are ashamed and embarrassed, and worry that they will be labeled as loose women and therefore prefer not to report the matter.

5.2 SUGGESTIONS: The number of reported cases of sexual harassment is only the tip of the iceberg, because

very few women take action, unless it concerns physical assault and rape. Legal protection is necessary but adopting a law is not sufficient to resolve sexual harassment abuses in workplace. In addition to law, workplace polices are necessary to protect workers from sexual harassment and enterprises from expensive measures for redress. Preventive action is the key. Training programmes would prove fruitful to spread awareness and empower women to respond to the problem. Trade union can play an important role in initiating cases of the women and help them in getting the perpetrator punished.

- The *SSWW Act 2013* should be implemented rigorously and the complaints should be decided promptly. The judiciary in India is very lethargic, overburdened and a case takes anywhere between 3 to 30 years for decision.
- There is a need to have a strong policy in the organization. Indian companies are weak in policy formulation, implementation and execution.
- HR Deptt should ensure that there is a separate sexual harassment policy in the company and a clause of sexual harassment in employee handbook. HR should not give tactical/any type of support to the offender howsoever influential he may be.
- Women employees should be aware all the time about the possibility/probability of sexual harassment.
- Women employees should threaten to complain and publicise the harassment. They should write factual, detailed complaint to minimise the cases of recurrence.
- Women employees should inform their boss, employer, trade union and / or works committees.
- They need to learn to resist and say a firm NO to any type of sexual advances in the first instance itself.
- Complaints must be investigated promptly by the employers and results be reported to the complaining persons.
- Where health impairment is the consequence of the harassment the victim is entitled to compensation. The employer should be made liable if the harassment happens with their knowledge and no efforts are made to protect and prevent the same.

In India there are already numerous laws dealing with every subject and the government keeps on adding more and more laws without bothering about its effective implementation. Many laws have become antiquated which are not even repealed. Adding new laws is not the solution to any problem unless the people are educated so that their *mindset* is changed. The respect for the laws of the land and the will to reform comes from within and no law howsoever strict it may be can change the situation like a magic wand. It will be interesting to see how scrupulously *SSWW Act 2013* is implemented and how far it proves effective to abate the trend of offences and offenders.

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SUSTAINING AND THRIVING MULTINATIONAL CORPORATES IN THIRD WORLD COUNTRIES

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Abstract

With the increasing corporate culture and influence of Multinational Businesses in the market of developed nations, it is essential to study its influence and sustainability in other part of the world. Third World mostly referred as the poorest part or countries of the world are lacking much behind in the current Multinational Corporate Culture in other part of the world.

To analyze how Multinational Corporate (MNC) sustains in these third world countries is the area of research in this paper.

Keywords: Multinational Corporate, Corporate Culture, Ethics, Political Influence, Third World Countries

Sustaining and Thriving Multinational Corporates in Third World Countries

Major corporations build and sustain by competing for market share, squelching competitors to provide more and more product at equally lower prices in the developed world. This scenario is of markets where consumers have plenty of income and spare time.

But in Third World countries it would seem that sophisticated marketing and brand strategizing have little meaning in places where literacy is low and survival on agriculture is still dominant as an industry.

To thrive in Third , big corporations have to abide by the same code of knowing your customers. A population with its own distinct culture will be more receptive to a seller that understands local tastes than to one that doesn't.

Third World Countries has a prominent culture and many of these are religion oriented. If a corporation trying to grab market of alcohol in countries where it is taboo it would be a big risk to take. Understanding the culture while setting up business in a particular country should be the primary research for any corporation.

Third world Countries

Despite ever evolving definitions, the concept of the third world serves to identify countries that suffer from high infant mortality, low economic development, high levels of poverty, low utilization of natural resources, and heavy dependence on industrialized nations. These are the developing and technologically less advanced nations of Asia, Africa, Oceania, and Latin America. Third world nations tend to have economies dependent on the developed countries and are generally characterized as poor with unstable governments and having high rates of population growth, illiteracy, and disease. A key factor is the lack of a middle class — with impoverished millions in a vast lower economic class and a very small elite upper class controlling the country's wealth and resources. Most third world nations also have a very large foreign debt.

While based on many factors human development is the factors that influence the corporate culture and vice versa in the third world countries. To measure the Human development there is Human Development Index (HDI), published annually by United Nations (UN), which measures the average achievements in a country in three basic dimensions of human development:

1. A long and healthy life

as measured by life expectancy at birth.

2. Knowledge

as measured by the adult literacy rate (with two-thirds weight) and the combined primary, secondary and tertiary gross enrolment ratio (with one-third weight).

3. A decent standard of living

as measured by GDP per capita* (Purchasing Power Parity ie PPP US\$).

Below the chart of the countries with a low human development.

Human Development Index - Countries with Low Human Development 2011								
HDI rank	Country	HDI	Life expectancy at birth	Mean years of schooling	Expected years of schooling	Gross national income (GNI) per capita	GNI per capita minus HDI	Non-income HDI
142	Solomon Islands	0.510	67.9	4.5	9.1	1,782	10	0.567

143	Kenya	0.509	57.1	7.0	11.0	1,492	15	0.584
144	São Tomé and Príncipe	0.509	64.7	4.2	10.8	1,792	7	0.564
145	Pakistan	0.504	65.4	4.9	6.9	2,550	-7	0.526
146	Bangladesh	0.500	68.9	4.8	8.1	1,529	11	0.566
147	Timor-Leste	0.495	62.5	2.8	11.2	3,005	-14	0.499
148	Angola	0.486	51.1	4.4	9.1	4,874	-38	0.455
149	Myanmar	0.483	65.2	4.0	9.2	1,535	7	0.536
150	Cameroon	0.482	51.6	5.9	10.3	2,031	-4	0.509
151	Madagascar	0.480	66.7	5.2	10.7	824	26	0.605
152	Tanzania	0.466	58.2	5.1	9.1	1,328	10	0.523
153	Papua New Guinea	0.466	62.8	4.3	5.8	2,271	-12	0.475
154	Yemen	0.462	65.5	2.5	8.6	2,213	-11	0.471
155	Senegal	0.459	59.3	4.5	7.5	1,708	-2	0.488
156	Nigeria	0.459	51.9	5.0	8.9	2,069	-12	0.471
157	Nepal	0.458	68.8	3.2	8.8	1,160	8	0.524
158	Haiti	0.454	62.1	4.9	7.6	1,123	12	0.520
159	Mauritania	0.453	58.6	3.7	8.1	1,859	-10	0.472
160	Lesotho	0.450	48.2	5.9	9.9	1,664	-6	0.475
161	Uganda	0.446	54.1	4.7	10.8	1,124	7	0.506
162	Togo	0.435	57.1	5.3	9.6	798	16	0.526
163	Comoros	0.433	61.1	2.8	10.7	1,079	9	0.488
164	Zambia	0.430	49.0	6.5	7.9	1,254	0	0.469
165	Djibouti	0.430	57.9	3.8	5.1	2,335	-25	0.420
166	Rwanda	0.429	55.4	3.3	11.1	1,133	1	0.477
167	Benin	0.427	56.1	3.3	9.2	1,364	-6	0.456
168	Gambia	0.420	58.5	2.8	9.0	1,282	-5	0.450

169	Sudan	0.408	61.5	3.1	4.4	1,894	-21	0.402
170	Côte d'Ivoire	0.400	55.4	3.3	6.3	1,387	-10	0.412
171	Malawi	0.400	54.2	4.2	8.9	753	8	0.470
172	Afghanistan	0.398	48.7	3.3	9.1	1,416	-13	0.407
173	Zimbabwe	0.376	51.4	7.2	9.9	376 n	11	0.529
174	Ethiopia	0.363	59.3	1.5	8.5	971	0	0.383
175	Mali	0.359	51.4	2.0	8.3	1,123	-6	0.366
176	Guinea-Bissau	0.353	48.1	2.3	9.1	994	-3	0.366
177	Eritrea	0.349	61.6	3.4	4.8	536	6	0.421
178	Guinea	0.344	54.1	1.6	8.6	863	-2	0.364
179	Central African Republic	0.343	48.4	3.5	6.6	707	2	0.379
180	Sierra Leone	0.336	47.8	2.9	7.2	737	0	0.365
181	Burkina Faso	0.331	55.4	1.3	6.3	1,141	-15	0.323
182	Liberia	0.329	56.8	3.9	11.0	265	5	0.504
183	Chad	0.328	49.6	1.5	7.2	1,105	-12	0.320
184	Mozambique	0.322	50.2	1.2	9.2	898	-9	0.325
185	Burundi	0.316	50.4	2.7	10.5	368	0	0.412
186	Niger	0.295	54.7	1.4	4.9	641	-4	0.311
187	Congo, Democratic Republic of the	0.286	48.4	3.5	8.2	280	-1	0.399

(Chart refers to ranking of Third World countries only in HDI list)

With the socially and politically driven corporate culture, many issues arise and raising their voice for ethical codes in organizations and of decent corporate culture here.

Exploitation :- Large, transnational corporations are becoming increasingly powerful. As profits are naturally

the most important goal, damaging results can arise, such as violation of human rights, lobbying for and participating in manipulated international agreements, environmental damage, child labor, driving towards cheaper and cheaper labor, and so on. Multinational corporations claim that their involvement in Third World countries is actually a constructive engagement as it can promote human rights in non-democratic and poorer nations. However, it seems that that is more of a convenient excuse to continue exploitative practices. To highlight this point further, take for example the illegal drug or tobacco industries. They, like other industries need to operate efficiently and minimize unnecessary costs. However, their impact on society is negative to say the least. In the same way, other industries, such as the automobile/transportation industries, health industries, even how various laws are structures etc can all have a net effect of improving efficiency for those industries but not always for society in general.

Influence of Politics and Governance :- Incidents such as the improper use in the Third World of baby milk formula manufactured by Nestle, the gas leak from a Union Carbide plant in Bhopal, India, and the alleged involvement of foreign firms in the overthrow of President Allende of Chile have been used to perpetuate the ugly image of MNCs. The fact that some MNCs command assets worth more than the national income of their host countries also reinforces their fearful image. And indeed, there is evidence that some MNCs have paid bribes to government officials in order to get around obstacles erected against profitable operations of their enterprises. This has evoked a way of governance and political influences in the corporate culture where in decisions are subjected to unethical pressure. Perhaps, MNCs may be able to offer bigger bribes than local firms to escape restrictions imposed on them by Third World governments. If so, such restrictions mainly work against the development of local firms. The solution ought to be a loosening of restrictions on businesses so they may create more wealth and in the process facilitate the development of local enterprise and lessen the incidence of corruption in government.

Stated by Daniel Bennet, Program on Corporations Law & Democracy, Corporate Watch, March 1999 has one more point focusing on influence of MNCs and Governance but also on sustaining business here would be either exploiting resources or good for creating market –again debatable.

“Whilst it is in the public’s interest that resources be used sparingly and in a sustainable reusable manner, Corporations choose to create disposable products which require constant replacement/repurchase. The Corporations’ interest in maximizing sales and profits is in direct conflict with our own democratic right to choose how finite resources are allocated.” — Daniel Bennett

People in those Third World countries whose governments have been more open to the presence of multinational corporations have experienced significant improvements in their standard of living (e.g., Hong Kong, South

Korea, Singapore) while many in countries aggressive to these firms continue to be deferred in poverty. It may not be the intention of Third World governments, but enabling poverty in the name of shielding their people from supposed exploitation by MNCs has little moral explanation.

Pros of Multinational corporate

Multinational corporations (MNCs) engage in very useful and morally valid activities in Third World countries for which they frequently have received little credit. Significant among these activities is their extension of opportunities for earning higher incomes as well as the consumption of improved quality goods and services to people in poorer regions of the world. Instead, these firms have been misrepresented by ugly or fearful images by Marxists and “dependency theory” advocates. Because many of these firms originate in the industrialized countries, including the U.S., the U.K., Canada, Germany, France, and Italy, they have been viewed as instruments for the imposition of Western cultural values on Third World countries, rather than allies in their economic development. Thus, some proponents of these views urge the expulsion of these firms, while others less hostile have argued for their close supervision or regulation by Third World governments. Thus the sustainability of Multinational corporate is challenging in Third world countries but it is essential for the development of these areas. As lacking in Middle class group and huge number of people in Poverty group while few economically strong people controlling the power over these countries ,decisions are going to be influenced by these classes over masses.

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“THE EFFECTS OF MANAGEMENT DEVELOPMENT PROGRAMS ON MANAGERIAL SKILLS” IN THE INDIAN INDUSTRY

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ABSTRACT:

The effectiveness and success of an organization lies on the people who form and work within the organization. It follows therefore that the employees in an organization to be able to perform their duties and make meaningful contributions to the success of organizational goals need to acquire the relevant skills and knowledge. In order to achieve business goals, organization requires employees who have the relevant skills, knowledge and competencies if they don't possess the same should get opportunity for growth and development to meet the business challenges. Particularly managerial personnel's role is significant in this aspect. In appreciation of this fact, organization conducts management development programs for the different levels of their manager.

This research analyzes the significance of management development programs on managerial skills. It also takes business success into consideration. Study also examines the benefits of the programs to individual and organization in development perspective.

This paper attempts to understand perceptions of managers at various industries in Nashik district during research with regard to effect of management development on improving managerial skills.

The study relied on both qualitative and quantitative analysis of data. The managerial personnel of the 50 companies wherein the management development programs are implemented are the population of the study.

Keywords: Productivity, Management development, Efficiency, Effectiveness, Managerial skills.

“THE EFFECTS OF MANAGEMENT DEVELOPMENT PROGRAMS ON MANAGERIAL SKILLS” IN THE INDIAN INDUSTRY

I. Introduction

Organizations of today, placed as they are at the threshold of transition on account of a swiftly changing business scenario, are prone to unprecedented and often unanticipated challenges varying in degree, quality and nature. This situation entails a change in the existing organizational culture.

Organizations, therefore, need dynamic managers who can convert the emerging challenges into opportunities for individual as well as organizational development. Consequently, the managers are required to enhance periodically their repertoire of managerial skills and competencies to meet this demanding situation.

In any industry the success of an organization is extremely dependent on its human resources. Although there are many other factors that play a key role, a company must have effective employees in order to stay financially solvent and competitive. In order to maintain this valuable commodity, organizations must be aware of employee skills required to perform effectively.

Management development programs are intended to help personnel gain the skills necessary to be successful managers. Development of managerial skills increases the potential of employees to provide services to their organisation and, in turn, increases their value to the organisation by increasing their productivity, promotability, and transferability. The ultimate aim of every training and development program is to add value to human resource. Hence, Companies need to invest in on-going employee development in order to meet the business challenges.

Problem Statement

The problem of this study is to analyze the significance of management development programs on managerial skills with regard to business success.

Purpose

The purpose of this study is to review current literature and analyze previous studies to evaluate whether or not employee development programs are beneficial to an organization. Although it is not specific to a particular company or industry, it is intended to give a general overview of the concept. This study will view management development and its effect on improving managerial skills.

Research Objectives

This research project will meet the following objectives:

1. Analyse the role of management development in improving managerial skills.
2. Analyse the benefits of employee development.

ii. Review of Literature

Management Development and Managerial Work

A. Introduction

To serve the objectives of this research the nature of management development and managerial skills are discussed. The main aims here are to clarify some basic concepts and to answer the following questions:

1. What do managers do? and how?
2. What are the requirements for effective managers?
3. What is management development? and
4. What does it offer to managers and organisations?
5. Managerial skills

B. Modern Perspectives on Managerial work

The general and abstract nature of the classical view of managerial work as well as the lack of an unequivocal answer to the question concerning the nature of managerial work have incited many researchers to investigate the matter in more depth. The contributions of these researchers provide a useful summary of the key features of managerial work (Easterby-Smith, 1994). They have built up a picture of what it is like to be a manager (Stewart, 1991). According to Hales (1986) the studies provide helpful descriptions of the elements of managerial work, the distribution of managers' time among the elements, their interactions with others both inside and outside their organisations and the informal or unofficial elements of managerial work. He argues that "Whilst no individual study or writer is concerned with all of these topics, the topics and their implicit questions are recurring and identifiable features of the accumulated evidence".

Furthermore he remarks that the diversified focus of the studies and the incomparable nature of the categories adopted make it difficult to contrast and combine the findings. However, Whitley (1985) classifies managerial work behaviour into the behavioural content "the common behaviours managers engage in as they carry out their jobs", and the process characteristics "*the common process characteristics found among managerial jobs*". In this study the modern view of managerial work is discussed and presented under two headings. The first will be concerned with the element of managerial work whilst the second will discuss the characteristics of managerial task.

Essential Elements of Managerial work

Hales (1986) in a critical review and analysis of most of the studies published over the last thirty years concludes that six researchers (i.e. Hemphill, 1959; Mintzberg, 1973; Pheysey, 1972; Sayles, 1964; Kotter, 1982 and Stewart, 1982) have provided a list of elements that together form the content of managerial work.

We can derive from the findings of the listed studies is that managers perform both technical and administrative functions. These functions as summarised by Hales (1986) are:

1. Acting as figurehead and leader of an organisational unit.
2. Liaison: the formation and maintenance of contacts.
3. Monitoring, filtering and disseminating information.
4. Allocating resources.
5. Handling disturbances and maintaining work flows.
6. Negotiating.
7. Innovating.
8. Planning.
9. Controlling and directing subordinates.

A more recent study of managerial work has come up with similar findings (Luthans, 1988). One of the main findings of this study is that real managers undertake four sets of activities. The first group is "communication" which contains exchanging information and writing reports "paperwork". The second set is "traditional management" which consists of planning, decision making and controlling. The third group of activities is "human resource management" which contains most activities, i.e. motivating, disciplinary, managing conflict, staffing, training and developing. The last set of activities is "networking" which covers activities such as socialising, politicising and interacting with outsiders.

A closer examination of the modern perspective of management and managerial work yields two main conclusions. The first is that the research has provided us with more insights into the subject. This is evident through the detailed description of what managers do. The second is that, despite their contributions to a better understanding of management, the current views on management and managerial jobs are parallel in many aspects to the traditional view (i.e. the classical principles of management). However, studies in this stream have been more revealing about the "how" aspects of managerial work (Stewart, 1991). The "how" question is concerned with the characteristics of the managerial work.

Characteristics of Managerial Work: Evidence from previous studies on the elements of management and managerial work, regardless of the frame of reference of the researchers, indicate that managerial work is complex and very demanding. It involves various inter-related activities and entails many functions and roles which need to be fulfilled by managers.

Effective managers need to perform their jobs to meet the expectation of others' "demands" by utilising opportunities and doing different things from their counterparts' "choices" within parameters imposed on them by both internal and external factors "constraints" (Stewart, 1976 and 1991). Hence, she argues that a manager's day is very fragmented and previous researchers have reported consistent conclusions (i.e. Carlson, 1951 and Stewart, 1967).

Mintzberg (1973 and 1975) contends that managerial work is a function of four closely related factors; the

person, the position, the place or situation and the environment, thus it is not helpful to view the manager's behaviour as reflective and systematic. This will not disentangle the complexity of managerial work. Consequently he found that the manager's job is characterised by many brief episodes carried out with a wide range of different people from inside as well as outside the organisation (Mintzberg, 1975). Sayles (1964) and Kotter (1982) findings show that managers are dependent upon networks of contacts. Therefore, they spend a considerable portion of their time communicating with people both from inside as well as outside their organisation. The great majority of the studies which concerned themselves with studying managerial work are primarily western ones. However, Doktor (1990) and Boost and Lingo (1992) investigate the pattern of managing in Korea, Japan and China. Doktor (1990) found that Japanese and Korean chief executives had a much less fragmented pattern than their American counterparts. In contrast, Boost and Lingo (1992) found that the Chinese managers, like their American counterparts, work long hours and when compared with Mintzberg's findings, the Chinese managers' work is slightly more fragmented.

A clear message which emerges from the above is that the activities of real managers seemed to be characterised by brevity, variety, and fragmentation and discontinuity. Yet there is little consensus among researchers about the nature of managerial work and its features. Easterby Smith (1994) suggests a useful summary of the key aspects of managerial work. The summary encompasses the following:

1. Managerial Work is complex and variable.
2. Managers exist in order to deal with unprogrammed, as opposed to programmed problems.
3. Managerial work involves ordering and co-ordinating the work of others, but to do this manager must first be able to create similar order and co-ordination in themselves.
4. Managers need to be able to move and work across technical, cultural, and functional boundaries, and this demands an ability to adapt quickly and to have 'learned how to learn'.

Another attempt to summarise managerial work in organisational settings is proposed by Carroll and Gillen (1987). They propose a model which takes into account the classical functions of management, as well as the recent views of managerial work and includes the key managerial skills.

The above summaries of the features of the managerial job point to the importance of skills for managers to successfully accomplish their tasks and attain their organisational objectives. By and large, both the manager's abilities to execute the managerial functions and their capacities to fulfil the designated managerial roles are subject to their individual skills. Therefore, some light will be shed on these skills in the next section.

C. Managerial Skills

In order to carry out the processes of management and the execution of the managerial roles effectively, a

manager requires a combination of technical competence, social and human skills and conceptual ability. Katz (1955) defines a skill as "an ability which can be developed, not necessarily inborn, and which is manifested in performance, not merely in potential".

Boyatzis (1982) suggests that "a skill is the ability to demonstrate a system and sequence of behaviour that are functionally related to attaining a performance goal".

Many studies have been devoted to analyse managerial work in an attempt to assess the required qualities for a successful manager. Katz (1955) identifies three basic managerial skills: technical skills, human skills and conceptual skills. Technical skills refer to the manager's ability to use knowledge, methods, techniques and equipment deemed necessary for the performance of specific tasks acquired from experience, education and training. Human skills indicate the manager's ability and judgment in working with and through people, including an understanding of motivation and an application of effective leadership. Conceptual skills are seen as the manager's ability to understand the complexities of the overall organisation's operations, the complementary nature of its units, and the environmental influence.

Shenhar (1990) after a review of more recent studies on managerial work extends Katz's model to four skills. He contests that his modification of the original model is long due and needed to guide management development as managers move up the organisational hierarchy. The main alteration introduced is a division of Katz's conceptual skill to two new skill areas, operational-administrative skills and strategic-business skills. The first are concerned mainly with managers' abilities to perform the management functions (e.g. planning, organising etc.) at units' levels whereas the latter refers to their abilities to see the business as a whole and to formulate strategic long-term plans.

Koontz and Weihrich (1990) argue that managers should not only define problems "problem watchers" but should have the competence to initiate a practical solution. Hence they suggest the design_ skill [ability to design solutions] to be added to Katz's original model.

Akin (1987) diagnosed six general categories of managerial qualities:

1. Abilities to work with others successfully "inter- personal skills".
2. Abilities to solve problems "analytical skills"
3. Abilities to generate present and sell ideas using written or oral means
4. Abilities to accomplish particular jobs in an effective way "job-specific skills".
5. Abilities to understand both organisational and professional norms "culture-related skills"
6. Abilities to possess positive attitudes towards self as competent person "self-confidence"

These approaches to managerial skills and qualities have advocated the "universalism" notion which is founded on the basis that there should be one universal group of skills and qualities underlying managers' performance in all situations nonetheless, Burgoyne and Stuart (1978), dispute such a stance and after reviewing earlier

assumptions about managerial work, they proposed a partly tested paradigm of managerial qualities and skills. It was contended by the devisors that their model might pave the way for arranging the variety of qualities and skills that contribute to manager's effectiveness and might serve as taxonomy for management development and training.

D. Management Development

One of the aims of much of the research on managerial work has been the search for a description of or perhaps a prescription for effective management. Despite the little agreement among researchers on the nature of the job, their contributions have given prominence to management as an essential function and a subject of study. Furthermore, they described skills that are required for managers at various levels.

Therefore, these findings are used by organisations in selecting, developing and evaluating managers' performance (Carroll and Gillen, 1987). Also, individual managers should make use of the findings to plan and develop their careers and the careers of their subordinates as well

(Margerison, 1991). There seems to be a close connection between the quality of management and the success of organisations on the one hand, and the quality of management and management development on the other. Mullins (1989) argues that "The quality of management is one of the most important factors in the success of any organisation. Managers need a balance of technical, social and conceptual knowledge and skills, acquired through a blend of education and experience. There is, therefore, a continual need for managerial development".

It might be this notion that brought about the great deal of interest in management development among academics, writers and practitioners. Storey (1989 and 1990) believes that it is the interest in management development that resulted in its publicity and that the immense volume of literature on the subject is an evidence of this. Hence the nature of this process and its significance to both organisations as well as individual managers are examined in the following sections.

E. The Nature and Scope of Management Development

In spite of the voluminous amount of literature on management development, a closer examination will, without doubt, unveil two major controversies. The first is the lack of unchallenged definitions of the term and its overlapping with other concepts and terms (e.g. organisational development, training, education). This is mainly due to the fact that the context and practice of management development vary considerably among practitioners and writers. The second disagreement is a result of the strong linkage between ideas and concepts underlying management development and relevant concepts prevailing in the field of management development. This connection, therefore, requires explanation if one wishes to appreciate the reasons why and how management development theory and practice have reached the present stage.

Management development has been approached from different angles in the literature and found to be associated with a wide range of issues, such as improving the general knowledge of management, increasing

organisational and business performance, providing a supply of managerial resources to meet present requirements and future succession needs, planning and executing management training programmes either within or outside the organisation and preparing managers for the future. One potential confusion over management development can be readily identified by the fact that various names are used by different authors to refer to the term. Thus, although the term *management development* is more extensively cited, other terms such as managers' development, executive development, employee development, staff development, management training and management education are often used within the same context. Kaumeyer (1982) comments "this 'creative naming' probably satisfies some egos but it creates a communication mess". Furthermore, Easterby-Smith and his associates (1978) argue it may not be helpful to attempt to provide a single definition for management development and instead advocate a contingency stance.

Another cause of the disorientation might relate to the fact that manifold perspectives have been applied to the study of management development, for example:

- i. As an organisational function similar to production, marketing and finance
- ii As a philosophy or style of management which reflects top management attitudes towards the development of their managers
- iii. As a change agent, to bring about desired changes in managers' behaviour in order to enhance the chances of effective objectives and achievements
- iv. As a method of continuing education of individual managers at all stages of their career. As a natural outcome of the various perceptions, different definitions have been granted for management development, some of which are summarized in Table 2.1.

Table 2.1 Selected Definitions of Management Development

References	Definitions
Morris (1978)	A continuing improvement of effectiveness, within the management functions of an organisation.
Armstrong (1988)	A systematic process which aims to ensure that the organisation has the effective managers it requires to meet its present and future needs.
Ashton et al(1975)	A conscious and systematic decision-action process to control the development of managerial resources in the organisation for the achievement of organisational goals and strategies.
Harrison (1989)	The all-importance primary processes through which individual and organisational growth can throughout time achieve their fullest potential.
Bettingnies(1983)	The attempt to improve managerial effectiveness through a planned and deliberate learning process.
House (1967)	The attempt to improve managerial effectiveness through a planned and deliberate learning process.

Mumford(1991	an attempt to improve managerial effectiveness through the learning proce
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A clear implication from all the above conceptualisations is that the main aim of management development is to improve the quality of management within organisations.

However, Drucker (1988a) sees management development as a two dimensional process, the first dimension focusing on the organisational survival and growth "development management" and the second is "manager development" which focuses on the individual growth and achievement as a person as well as a member of the organisation. He, therefore, views management development as an organisational function which deals with providing individual managers with the opportunity to learn to gain skills and to be effective. Furthermore Beckhard (1985) asserts that management development is an organisational function that:

- I. undertakes to forecast needs, skill mixes and profiles for many positions and levels.
- II. Undertakes to design and recommend the professional, career and personal development programmes necessary to ensure the achievements of the competence required by the organisation.
- III. Undertakes to move from the concept of management to the concept of managing. Within this concept the management of work is a matter to which the management development function is involved in improvement planning and interventions.

The various definitions quoted above indicate that management development is a generic process which embraces miscellaneous activities. This understanding has led to a discrepancy in regard to the nature of management development. According to Storey

(1989:5) this inconsistency is *"derived from conceptualisations which, on the one hand try to isolate what those involved in the process of management development do and, on the other hand, conceptualisations which seek to say something about how in fact employees have grown into managers"*

1. An additional and inevitable confusion arises when one attempts to clearly mark the boundaries of management development or to answer questions like Is it training? Is it education? Is it both? Is it an organisational or an individual responsibility? Is it concerned with the present or with the future?

Firstly, a common and inconsistent view of management development is that, on the one hand, management

development has been identified as distinct from management training and education, while on the other hand, management training and education are regarded as main components within the former process (Storey, 1989). A second factor which contributes to this disagreement over the scope of this subject is the fact that some writers argue that it is an organisational function (e.g. Mullins, 1989; Drucker, 1988a; Beckhard, 1985), while others believe that it is the individual managers' responsibility (e.g. Pedler, Burgoyne and Boydell, 1986).

A third group of academics disprove both perceptions and maintain that management development is a shared responsibility between organisations and managers (e.g. Margetison, 1991; Drucker, 1988a)

In this research, however management development is defined as the process through which an organisation ensures that it has the right quality as well as quantity of managers to meet its current and future operational needs. Moreover, it is examined as an organisational function and related to manifold activities i.e. human resources and managerial career planning and management training.

Management development is recognised as a key process in delivering organisational transformation and renewal. It is defined as 'a conscious and systematic process to control the development of managerial resources in the organisation for the achievement of goals and strategies' (Molander, 1986).

F. Summary

Researchers have examined management development in the context of managerial skills improvement. The recent studies emphasize the types of interactions managers engage in during their work and conclude that managerial work is neither systematic nor reflective but rather it is fragmented and involves a variety of activities. Also these studies indicate that managers now and in the future need a mixture of skills to improve their performance. The basic managerial skills are deemed to be technical, human and conceptual. The literature also indicates that managerial performance can be improved through management development activities. This process aims to provide managers with a mixture of skills and knowledge. It is an all-embracing activity which overlaps with other activities. Yet, it is deemed to be important for both individual managers as well as organisations. Further it indicates that managerial skill is significant for the organization success and pay dividend to the organization by higher performance.

Based on the above several questions arise concerning the practices of management development in industries. How do they see this activity? And what do they expect to achieve from it? These questions are taken in to consideration.

iii. Need of the Study

In the above backdrop this paper attempts to examine whether management development is having positive effect on improving managerial skills in selected industries, i.e. 50 (numbers of industries are there hence all names are not mentioned) wherein Management development programs are implemented selected for this

purpose in industrial belt of Nashik district in Maharashtra and offer suggestions.

iv. Research Methodology

This section basically presents the general procedure for carrying out the study. A description of the design and appropriate methodology adopted in carrying out the study is done. Characteristics of the study population as well as the sampling design and procedures are discussed. Other issues discussed include sources of data, administration of the data collection instrument, and procedures for processing the data collected.

The instrument, questionnaires backed by extensive literature review was used to generate valid and adequate data for this study.

The study relied on both qualitative and quantitative analysis of data in establishing the needed relationships between the different variables involved in the study. In analyzing the data collected through the questionnaires administered, both descriptive and inferential statistics were used.

v. Statement of Hypothesis

The statement of hypothesis formulated for the study is as follows:

Ho: Management development does not have positive effects on improving managerial skills in the industry. (Selected for the research purpose in the Nashik district)

Hi: Management development has positive effects on improving managerial skills in the industry. (Selected for the research purpose in the Nashik district)

vi. Sampling Including Sampling Frame

The sampling frame for this research, are the 50 industry selected in Nashik district. The Simple random sampling was used for this research. Random Sampling is that method of drawing a portion (or sample) of a population or universe so that each number of the population or universe has an equal chance of being selected. A sample drawn from random sampling is unbiased in the sense that no member of the population has any more chance of being selected than other members. Such a sample is unbiased and provides the best representative of the population.

The main focus of this study is to determine whether Management development has positive effects on improving managerial skills in the selected industries. In view of this, in drawing the sample from the industry priority was accorded to managerial level personnel. A total of 500 questionnaires were administered to respondents and collected personally by researcher.

vii. Data Source

For research purpose the data has been collected through primary and secondary sources. The primary data

was collected by administering a questionnaire and through interaction with top, senior, middle and junior level managers of the selected organizations. Secondary data was collected from the selected organizations websites, records, manuals, brochures and annual reports etc. this study is restricted to managers in HR and production Dept. sample size of 500 is randomly drawn from various companies. To collect relevant primary data a comprehensive questionnaire was separately used for HR managers and managers in production / operation dept. for the purpose meant to collect data relating to the management development practices that are existing in selected companies. The hardship faced by the managers, the impact of performance appraisal techniques, and the feedback of the managers with regard to improve productivity practices adopted by selected companies and subsequent development given to enhance the skills. And what is an overall effect of these practices on organizational effectiveness.

viii. Method of Data Analysis

Data gathered from the questionnaire was analyzed using both **descriptive and inferential statistics**. **Descriptive statistics** used is frequency distributions. **Inferential statistics** used chi-square test. The questionnaires when received were suitably coded to facilitate data entry. The data was then analyzed using Statistical Package for the Social Sciences (SPSS). That is to analyze the contribution of independent variables on the dependent variables.

ix. Data Presentation and Analysis

Here, the results of the analysis are reported and presented. The statistical programme used for the analyses and presentation of data in this research is the statistical package for the social sciences (SPSS).Data for the analysis was collected from 23 types of industries Questionnaires were administered personally and collected, and found suitable for further analysis.

Respondents Background

The table- 1 showed the distribution of respondents by the industries.

Table 1: Distribution of Respondents by types of industries.

Types of cos.	Frequency	Percent (%)	Valid percent	Cumulative percent
PSUs	5	10	10	10
MNCs	18	36	36	46
LTD cos.	18	36	36	82
PVT.Ltd.cos.	9	18	18	100
Total	50	100	100	

Source: Research Survey, 2010

Out of the 50 respondents industries, 5(10 %) are from Public Sector Under takings, while 18 (36 %) are from Multi Nationals, 18 (36%) from LTD companies, and 9(18%) are from Pvt.ltd. companies.

Table 2: Distribution of Respondent industries by sector

Sr.No.	Types of Industry	No. of companies	Frequency	Percent (%)	Valid percent	Cumulative percent
1	Power Equipments	3	30	6	6	6
2	Electricals	4	40	8	8	14
3	Electronics	2	20	4	4	18
4	Engineering, Machinery	6	60	12	12	30
5	Polyester	1	10	2	2	32
6	Electrode Carbon	1	10	2	2	34
7	Pharmaceuticals	6	60	12	12	46
8	Automotive	6	60	12	12	58
9	Steel	3	30	6	6	64
10	Castings/ Press metal	2	20	4	4	68
11	Aluminum Extrusion	1	10	2	2	70
12	Tyre/Rubber	1	10	2	2	72
13	Distilleries	2	20	4	4	76
14	Packaging Machinery	1	10	2	2	78
15	Glass Container	1	10	2	2	80
16	FMCG	1	10	2	2	82
17	Plastic/PVC Films	1	10	2	2	84
18	Irrigation Systems	1	10	2	2	86
19	Asbestos Cement	1	10	2	2	88
20	LPG Bottling	2	20	4	4	92
21	Petroleum	1	10	2	2	94
22	Power Generation	1	10	2	2	96
23	Instruments	2	20	4	4	100
	Total	50	500	100	100	

Source: Research Survey, 2010

Table 2 shows the wide distribution of the respondents by industries, covering majority of sectors.

Table 3: Position (Rank) of the Respondents

Position (Rank)	Frequency	Percent (%)	Valid percent	Cumulative percent
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Top level Manager	100	20	20	20
Senior level Manager	100	20	20	40
Middle level Manager	150	30	30	70
Junior level Manager	150	30	30	100
Total	500	100	100	

Source: Research Survey, 2010.

Table 3 shows the position of the respondents 100 (20%) of the respondents are top level Management staff. This is followed by senior level management staffs who is 100 (20%) While middle level management staff 150(30%) and junior level management staff 150(30%) of the respondents.

This section addresses the objective of the study

The objective is to determine if management development have a positive effect on improving managerial skills. This objective was achieved by table of frequency distribution, Chi-square test.

Table 4: Management development has positive effects on improving managerial skills

Degree	Frequency	Percent (%)
To a large extent	350	70
To a considerable extent	60	12
To some extent	50	10
No response	40	08
Total	500	100

Source: Research Survey, 2010.

Table 4 clearly shows that Management development has positive effects on improving managerial skills. There were 500 respondents for this question. Out of this (92%) respondents agreed to this statement.

Table 5: Chi-square table of Management development has positive effects on improving managerial skills

Comparison	d.f.	Chi-square	Significance
Management development Vs job satisfaction and employee retention	3	541.6	0.050

Source: Research Survey SPSS Output 2010

Significant at $P < 0.05$

Since the SPSS output value is greater than the table value $7.815 > 541.6$, hence, the null Hypothesis is rejected. Rejection of null hypothesis is acceptance of the alternative hypothesis which says management development

has positive effects on improving managerial skills in the industries selected for research.

The chi-square test reveals that Management development has positive effects on improving managerial skills in selected industries wherein survey is conducted. This study clearly indicates that management development programs play a significant role in improving managerial skills which leads to higher productivity.

x. Conclusions

Management development helps managers to learn how to use the resources in an approved fashion that allows organization to reach its desired output. Training is concerned with the meeting between two inputs to organizational effectiveness, that is, people and technology. Management development could then be seen as a mixture of activities aimed at improving the performance of managerial personnel in organizations for the attainment of continuous improvement in productivity.

The main aim of the study is to determine if Management development is having positive effects on improving managerial skills in the Industry selected for the purpose in Nashik industrial Area. It is seen from the study that management development are very important in the Industry. The study revealed that management development has positive effects on improving managerial skills in the selected industries under the survey.

xi. Recommendations

This paper examined if management development has positive effects on improving managerial skills in the industries selected for research. In line with the assertion made by the literature and the evidences gathered in the process of the study, the following recommendations are made:

1. It is an established fact that no organization can be staffed by people having expertise and potentials in the various disciplines needed for its total functioning simply by recruitment and selection. It is the systematic training and development of personnel on continuous basis that can harness the totality of human resources in the organization particularly managerial personnel. It is therefore vital that managers must receive opportunity for development to meet the business challenges. Newly promoted and newly hired members of a group should also receive an opportunity for training and development. It is also advisable for senior executive to take related management development.

2. Industry should ensure that any management development which takes place is based on proper analysis of its contribution to the effectiveness and efficiency of an organization. In that organization is seen to be effective and efficient if there is demonstrable increase in productivity.

3. Organization must establish proper performance assessment systems so that proper potential assessment can be done and deficiency brought by this assessment can be corrected by developing managers.

4. The MDP for the managers should be conducted continuously.

5. The areas of management development for improvement of performance of the managers should be identified separately at lower, middle and top level managers.

6. Orientation programs on computerization, latest technologies and current trends should be conducted so that manager will realize self development need according to job requirements.

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“TO STUDY THE EFFECTIVENESS OF PRESENT PERFORMANCE APPRAISAL SYSTEM” - AT UNIVERSAL CONSTRUCTION MACHINERY AND EQUIPEMENTS, LTD.

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Abstract: During the duration of the Sstudy, the basic procedure of the Performance Appraisal at Universal Construction Machinery Ltd. had been studied, a sample unit of 30 was been taken and the employees were interviewed and the study of their feedback form was also done. Their informal response to questioned asked and the information obtained from the feedback forms was analyzed. A detailed analysis of the same, the findings and the recommendations based on it are provided in the following pages of the project.

Keywords: Employees, Performance appraisal, Evaluation

Introduction

Performance Appraisal can be an effective instrument for helping people grow and develop in organizational settings. It could be used as a mechanism of continuing education and learning from one other. Through a well-organized appraisal system an employee can create learning spaces for himself in an organization. Recent researches and experience shave shown that Development-Oriented performance appraisal and review system, when effectively practiced, substantially contributes to the organizational health and facilitates multiplication of managerial resource

Performance Appraisal is the method of evaluating the behavior of employees in the work spot, normally including the qualitative and quantitative aspect of job performance. Performance here refers to the degree of accomplishment of the tasks that makes up an individual’s job indicate how effectively an individual is fulfilling the job demands. The performance is always measured in terms of results and not efforts. Under performance appraisal we evaluate not only the performance of worker but the potential for the development.

According to Heyel “It is the process evaluating the performance and qualification of the employees in terms of the requirement of job for which he is employed for the purposes of administration including placement, selection, promotions and for providing financial rewards”

It had been used first time during the First World War, when Walter Dill Scott the US Army adopted the “MAN- TO-MAN” rating system for evaluating military personnel.

During the 1920-30 periods, rational wage structures for hourly paid workers were adopted in industrial units. Under this system, the policy of giving grade wage increments on the basis of merit was accepted. These early employee plans were called “Merit-Rating” programmes. Most of these plans were of the rating-scale type, where emphasis was given to factors, degrees and points. The older phrase merit rating is largely restricted to the rating of hourly paid employees. It is used frequently in developing criteria for salary adjustments, promotions, transfers etc.

PURPOSE OF PERFORMANCE APPRAISAL

Appraisal of employees serves several useful purposes:

- It can serve as a basis for job change or promotion
- It serves as a guide for formulating a suitable training and development programme to improve his quality of performance in his quality of performance in his present work.
- It serves as a feedback to the employee.
- It serves as an important incentive to all the employees
- The existence of a regular appraisal system tends to make the supervisors and executives more observant of their subordinates.
- It provides the rational foundation for the payment of piece – work, wages, bonuses etc,
- It serves as a means for evaluating the effectiveness of devises for the selection and classification of workers.

USES OF PERFORMANCE APPRAISAL

Some common uses of performance appraisal include

1. Determining appropriate salary increases and bonus for workers based on performance measure.
2. Determining promotions or transfers depending on the demonstration of employee strength and weaknesses.
3. Determining training needs and evaluation techniques by identifying areas of weaknesses.
4. Promoting effective communication within organization through the interchange of dialogue between supervisors and subordinates.
5. Motivating employees by showing them where they stand and establishing a Data bank on appraisal for rendering assistance in personnel decision.

IMPORTANCE OF PERFORMANCE APPRAISAL

1) Proper performance of personnel decisions

Systematic performance appraisal provides information of great assistance in making & enforcing decisions on promotions, pay increases, lay – offs & & transfers. A research study has disclosed that performance appraisal is used for promotion in 73% cases, salary adjustments 69%, deciding upon discharges 46% & determining lay – off 27%.

2) Works as a control device

Performance appraisal puts a psychological pressure on people to improve performance on the job. If the people are conscious that they are being appraisal in respect of certain factors & their future largely depends on such appraisal, they tend to present positive & acceptable behavior. Thus the appraisal automatically works as control device.

3) Guide to employee development

A systematic performance appraisal serves to guide employee development. More people like to know how they are doing. Appraisal programme provides this information which can be communicated to employees. Shortcomings of the employees shown through the appraisal process can be removed through organizing training & development programmes.

4) Fair relationship in groups

Appraisal also serves to maintain fair relationships in groups. Thus it is necessary for tactical & strategic planning, motivation, communication & equity.

THE EVALUATION PROCESS

1) Establish Performance Standards

At the time of designing a job & formulating a job description, performance standards should be clear & not vague & objective enough to be understood & measured. These standards should be discussed with supervisors to find out which different factors are to be incorporated. Weights & points to be given to each factor & then should be indicated on the appraisal form.

2) Communicate Performance Expectations To Employees

The next step is to communicate these standards to the employees. To make communication effective, feedback is necessary from the subordinate to the manager.

3) Measure Actual Performance

The third step is the measurement of performance. To determine what actual performance is it is necessary to acquire information about it. Four sources of information are frequently used to measure actual performance, personal observation, and statistical reports, oral & written reports.

4) Compare Actual Performance with Standards

The fourth steps are the comparison of actual performance with standards. The employee is apprised & judged of his potential growth & advancement. Attempts are made to note deviations between standard performance & actual performance

5) Discuss the Appraisal With The employee

The results of appraisal are discussed periodically with the employees, where good points, weak points & difficulties are indicated & discussed so that performance is improved.

6) Initiative Corrective Action

The final step is the imitation of corrective action. Immediate corrective action can be of two types. One is immediate & deals predominantly with symptoms. The other is basic & delves into causes.

Objectives of the Study

- To study the effectiveness of existence performance appraisal system
- To know the employees view about the existence performance appraisal system.
- To know that is the Performance Appraisal form a tool for their development.

HYPOTHESIS

H1: Performance appraisal is a tool to evaluate the employees.

H 2: Performance appraisal helps to identify the performer and under performer.

Research methodology

Sample Unit – All SBU of Universal Construction Equipment Pvt.Ltd

Universal construction & machinery Pvt. Ltd has adopted SBU concept which means Strategic business unit. According to this concept the entire company is been divided into four SBU .Sample belonging to all these SBU are been considered in my sample size.

To select the samples, random sampling technique was been used.

Sample size – 30

The sample was been divided into two parts – Employees’

The sample of the **Top & middle management employee’s** can be represented as follows –

SR	NO	DEPT	DESIGNATION
1	8	SALES	AGM Sales, 3sales representative.
2	3	PRODUCTION	Four product manager off our different product
3	1	AFTER SALE	AGM After sales , 3 service engineer
4	3	EXPORTSALE	Head of export dept, 4 sales executive.
5	7	ACCOUNT S	Accountants
6	1	PPC	Manager

7	3	HR	Executive ,manager
8	3	LOGISTIC/MARKETING	Managers
Total no of employees' – 30			

TYPES OF DATA:

Normally two type's data are used for the purpose of carrying out research:

A-Primary Data

B-Secondary Data

Primary data – Primary data is the one which is collected from fresh sources and for the first time while carrying out the research.

In my project, the following primary sources of collecting data were used:

1-Questionnaires:

The questionnaire (feedback form) consists of 10 questions, out of which 8 questions are closed ended and the remaining 2 are open ended questions. Survey was been conducted, during which these questionnaire were been filled.

2- Informal Discussion:

Through informal discussion with my external project guide and the managers present for the survey I was able to collect a lot of useful information about Universal Construction Machinery. I also interacted with some of the employees and earned many valuable suggestions, tips and advices from them.

3- Personal Observations:

In this project of two months, I have observed the working of the Human Resource Department and also the organization as a whole. I observed the interaction which takes place between the employees in all the levels of the hierarchy. This personal observation also helped me to form opinions for my projects.

Secondary data –

Secondary data is the second hand data, i.e., the data which has already been collected and used by someone else. It is the ready to use data.

In my project the secondary sources referred to are the books related to the subject, the organizational manuals, previous performance appraisal forms, web sites, manuals etc.

Tools used for analysis:

By making use of Microsoft Excel, various charts like the bar charts, tables etc. were used to show the analysis.

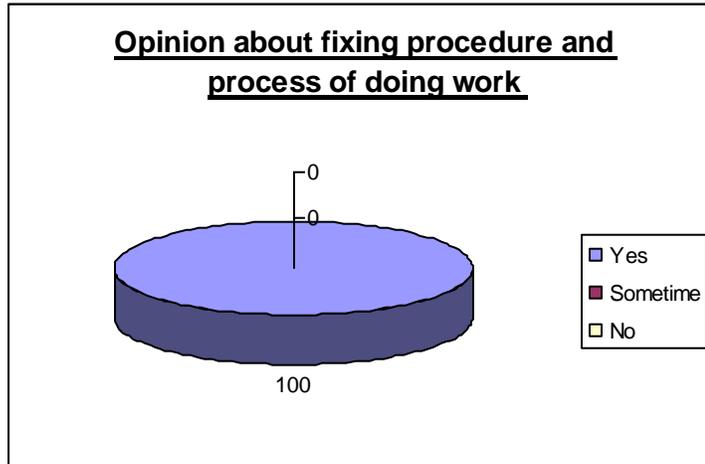
Analysis of Data

- Data analysis is been conducted by using following method –
- Firstly the primary data collected through the feedback forms.
- The ranges of the answers according to the questions i.e. Yes, Sometimes, No are summed up
- The calculated figures for each of the above mentioned categories were converted into percentage (%).
- These average percentages were shown in the form of bar graphs.
- Using the above facts and figures and using the other sources of data like unstructured interviews, personal observation, and theory etc. I have presented the analysis of my project in the following pages.

- The survey is conducted by taking feedbacks of about 30 employees, which are from different age groups as well as from different departments and positions.

Data Analysis

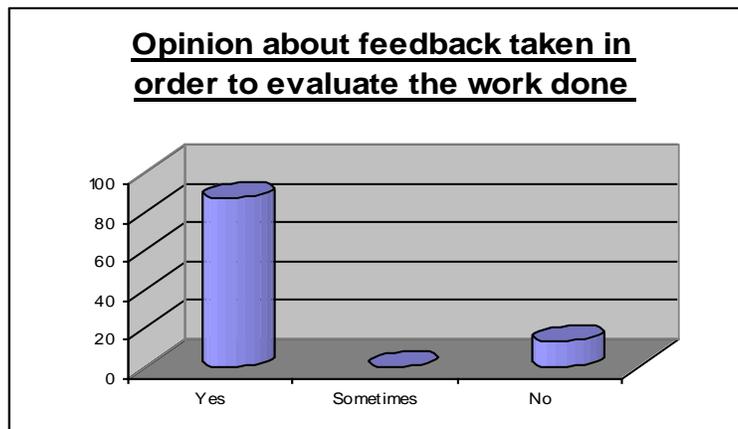
Q-1a- Do you fix procedure and process of doing your work?



Analysis-

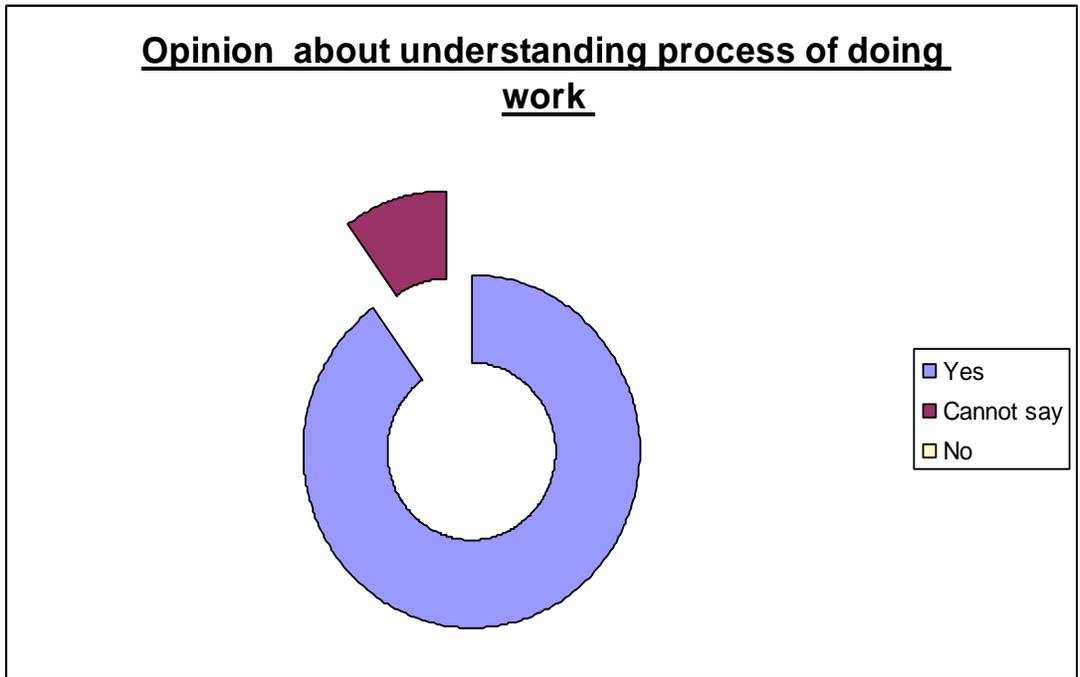
- 100% employees are of the opinion that they fix a particular procedure and define their process of doing there work, prior to perform that work.

Q-1-b- Do you take feedback in order to evaluate it?



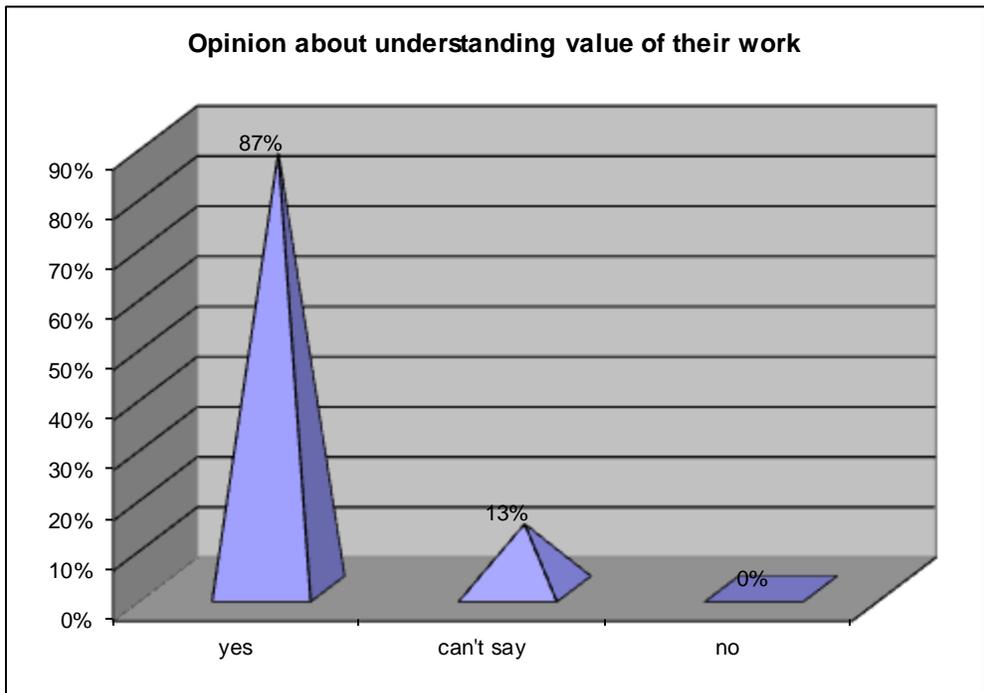
- 87% employees are of the opinion that they take feedback after a particular procedure or process has been completed in order to evaluate its efficiency.

Q-2 Do they understand the process and value in their work ?



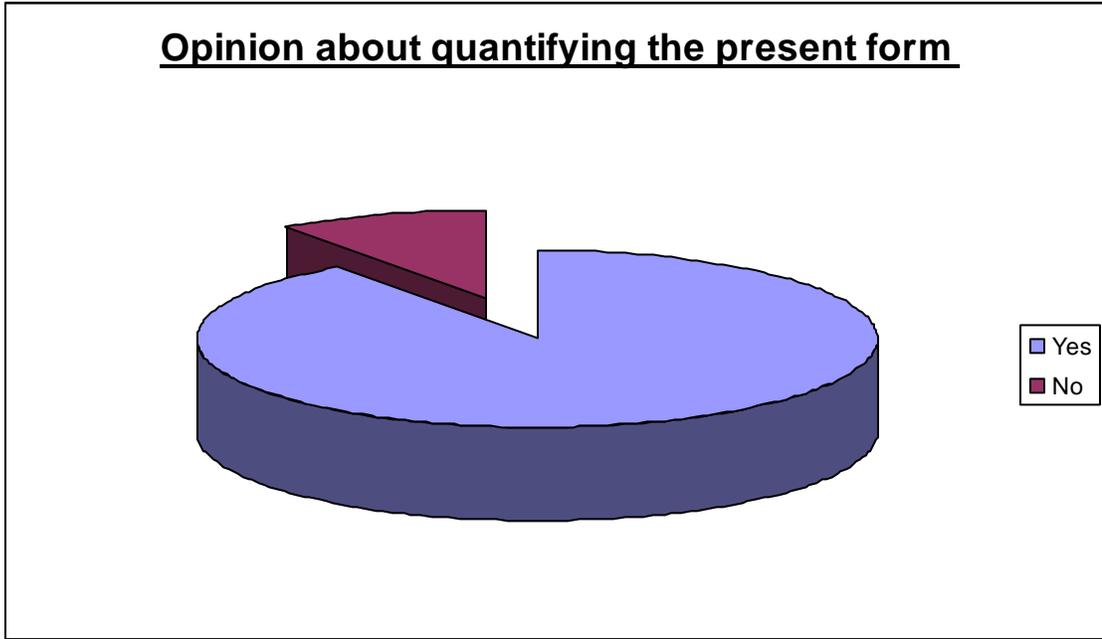
- 97% of the employees understood their process of work.

Q-2



- 87% employees are of the opinion that they understand the value of work.
- 13% of employees say that they are not clear about their value of work.

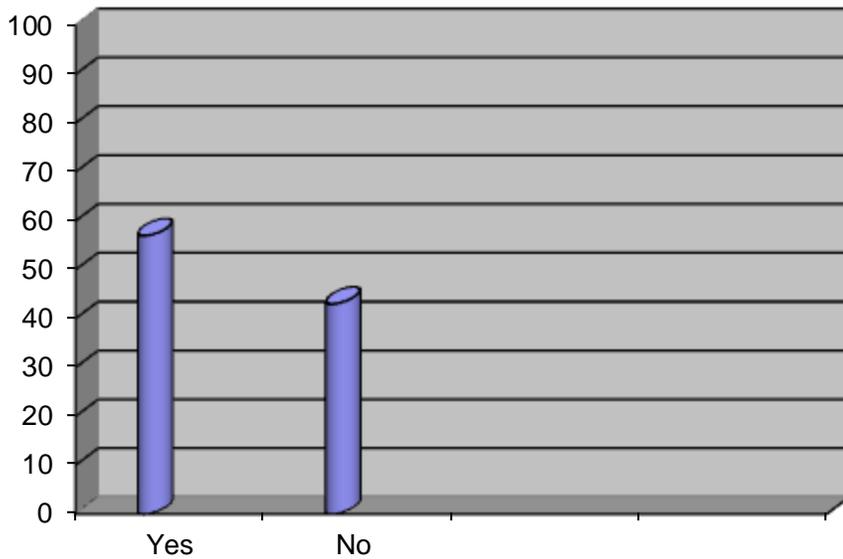
Q-3 a How do they fill the form and can they quantify what is asked?



- 90% employees say that they can quantify the form.
- 10% say that they cannot quantify the form.

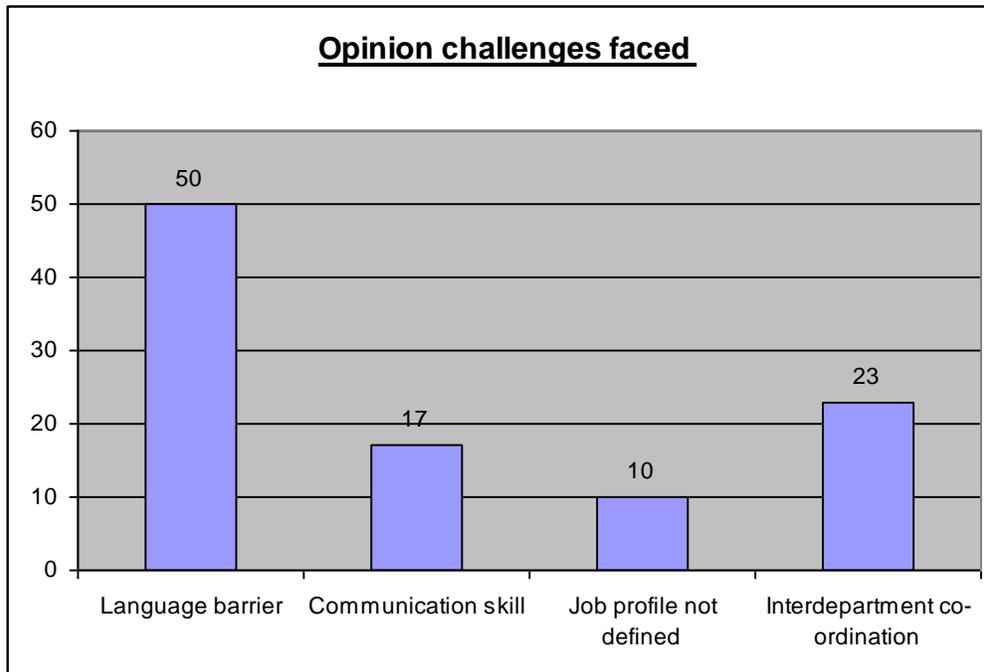
Q-3 b

Opinion about language as a barrier



- 57% are saying that they have language as a barrier in the form.
- 43% are saying that language is not a barrier.

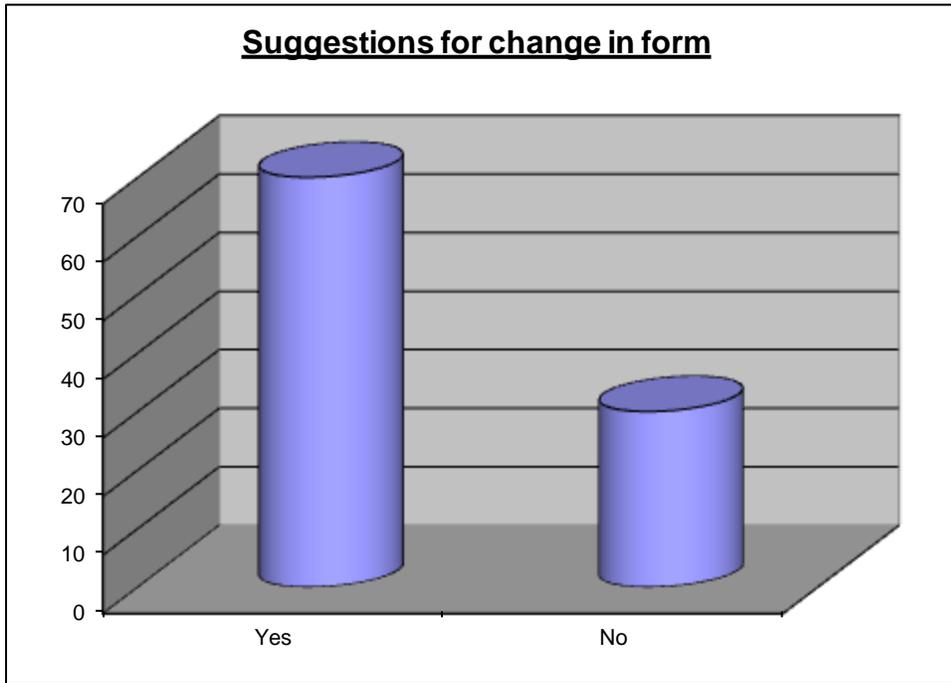
Q-4 What are the challenges they face?



Analysis

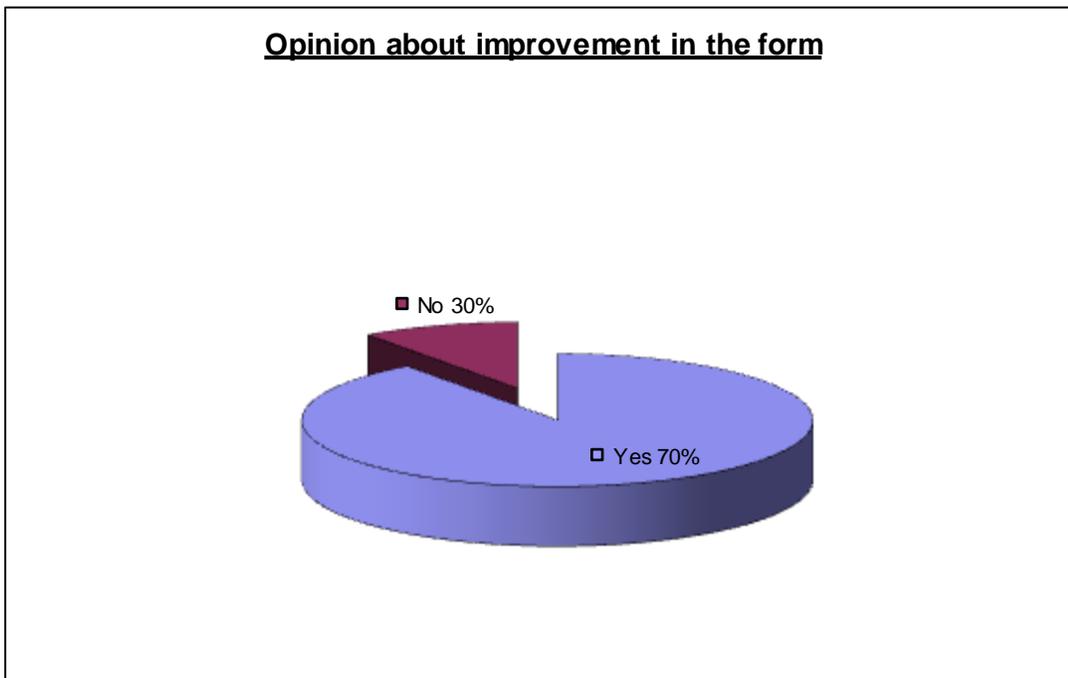
- 50% employees are of the opinion that the language barrier is the biggest challenge they face while doing their work.
- 23% employees are of the opinion that the interdepartmental co-ordination is the major challenge faced by them.
- 17% employees are of the opinion that the communication skills is a challenge faced by them
- 10% employees are unhappy because the job profile is not fixed because of which they face many challenges while doing their work.

Q-5-a What are the expectations and improvement should be undertaken ?

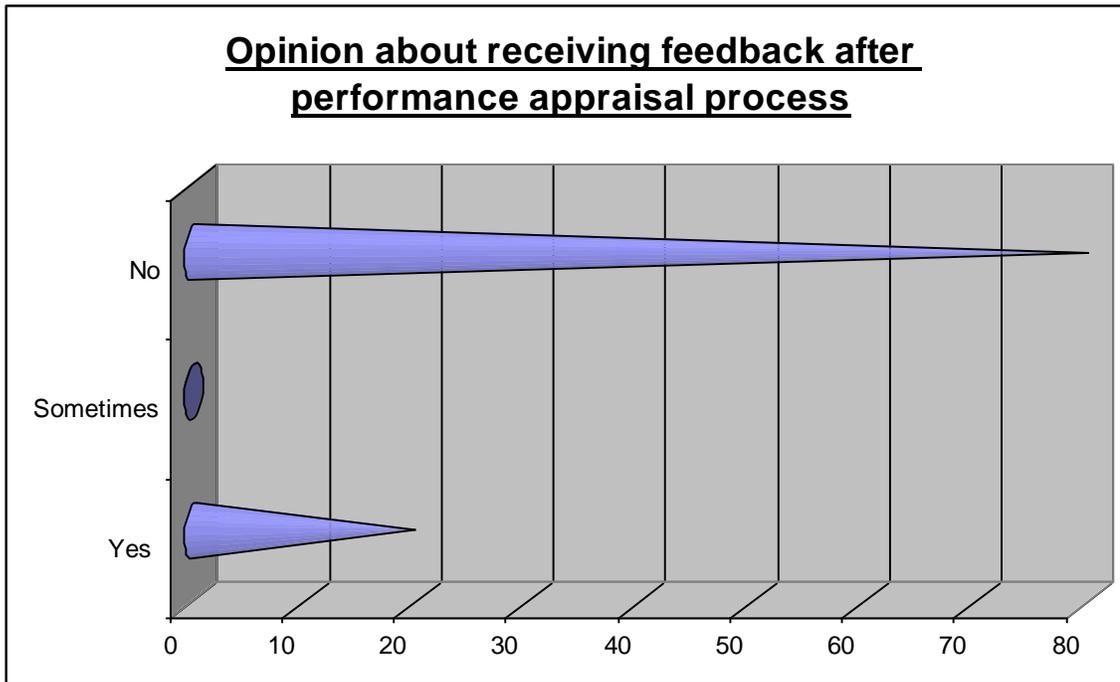


- 70% employees have given suggestion that there should be change in the form.
- Making form more simpler by introducing close end questions, making the language more simple to understand etc. are some of the notable suggestion given by the employees.

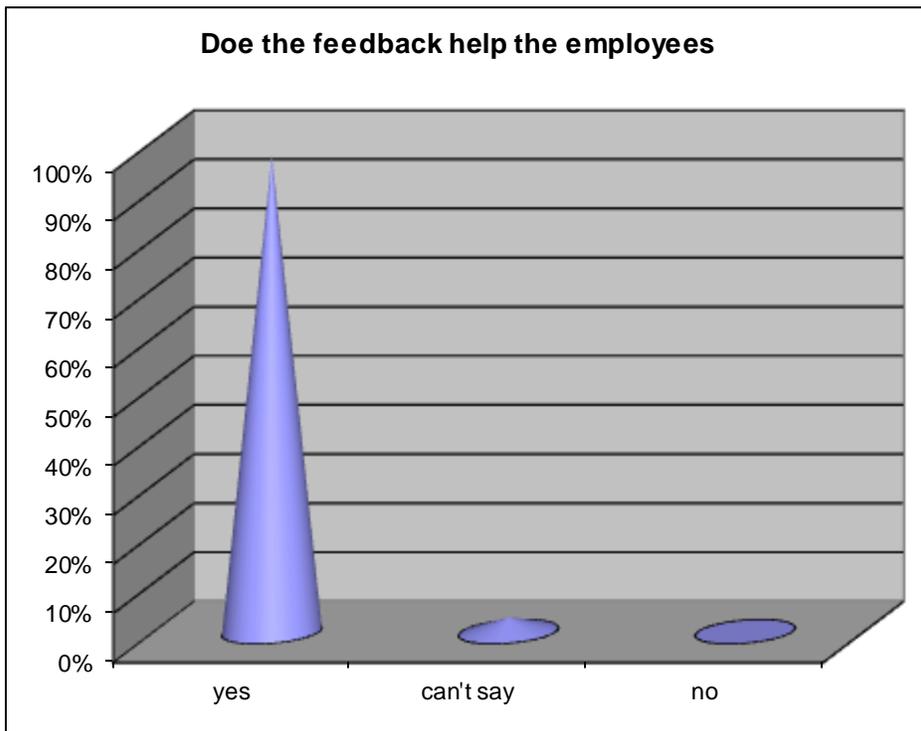
Q-5-b



- 70% employees are of the opinion that there should be improvement in the form.
- Q-6 Are they informed about the feedback or outcome of the result? Does it help them?

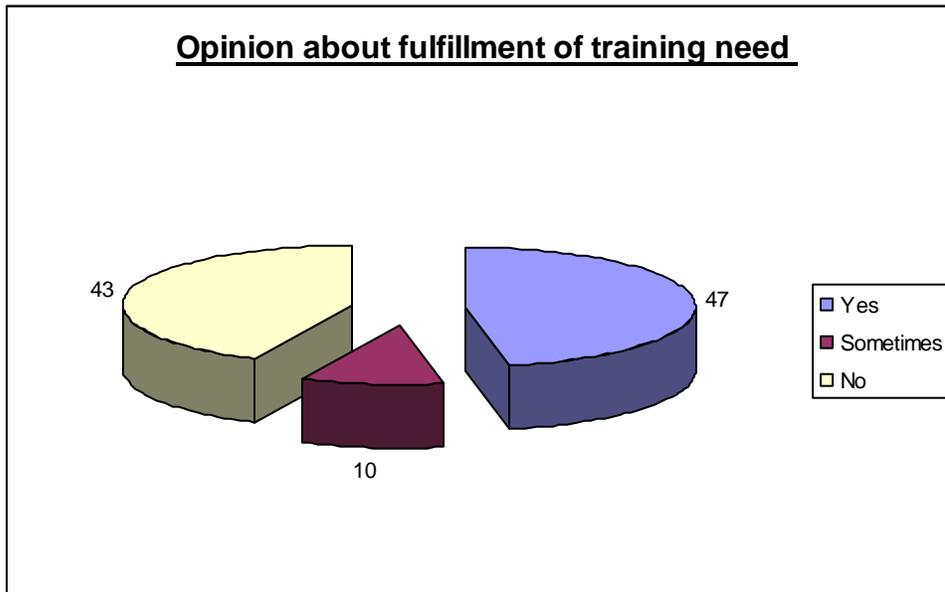


- 80 % say that they are not informed about the feedback.
- 20% say that they are informed about the feedback.



- 97% of employees say that if they are informed about the feedback it will help them to raise their performance.

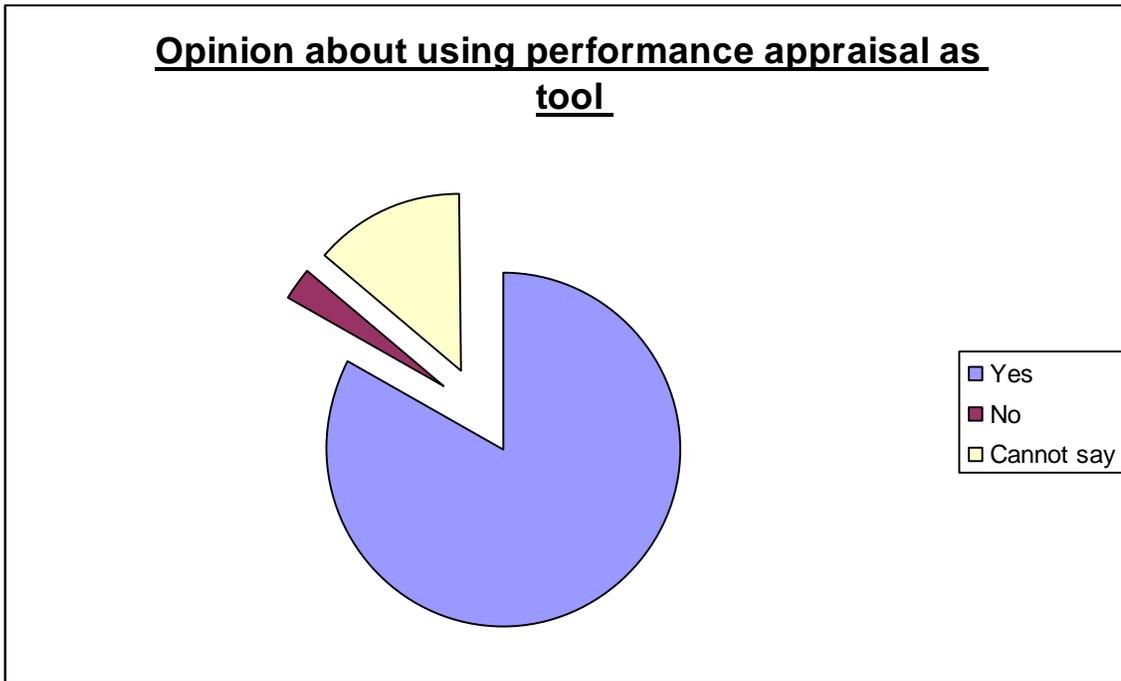
Q-7 After you fill up the form are the training requirements fulfilled? Identify the need?



Analysis –

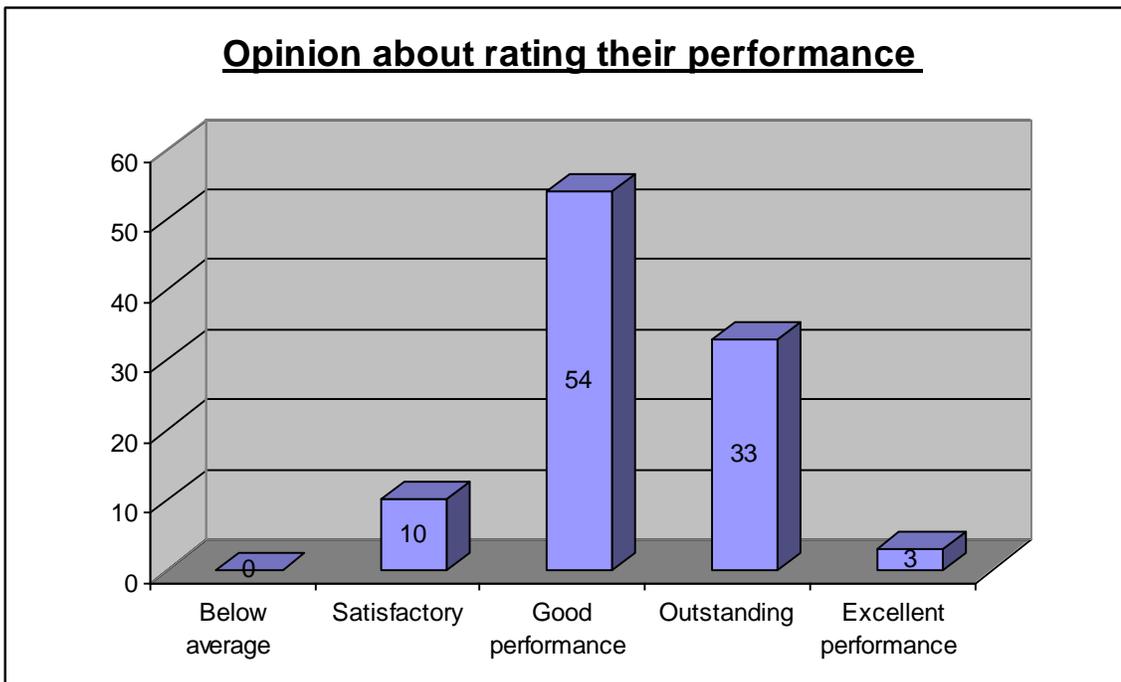
- 47% employees are of the opinion that their training requirement are been fulfilled after they performance appraisal process.
- 43% employees are of the opinion that their training requirement is not been fulfilled even after the performance appraisal process.
- 10% employees are of the opinion that their training need is been fulfilled sometimes.
- The employees' define their training requirements as follows-
 - Communication skills
 - Time management
 - ERP Training
 - Confidence building programmes

Q-8. Do you use performance appraisal as a tool for development?



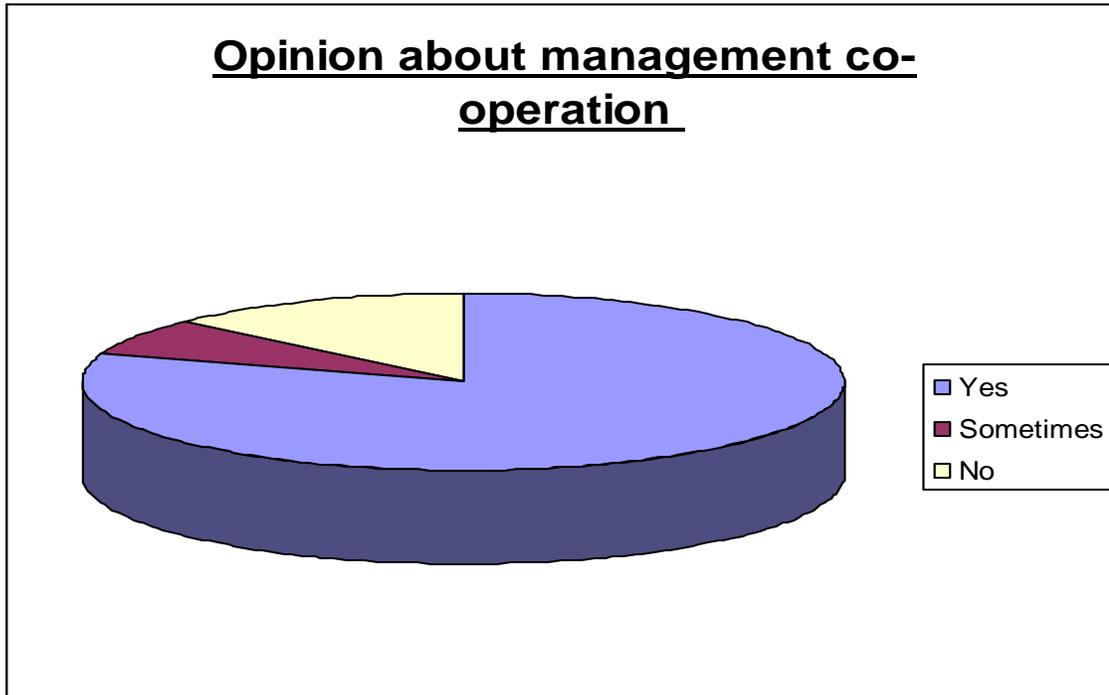
- 90 %say that they use performance appraisal as a tool for development.
- 3 % say that they are not sure.
- 7 % say that it is not a tool for development.

Q-9 Your own level of interest for filling up the form? Can you scale yourself?



- 54 % employees say that their performance is good.
- 33 % employees say that their performance is outstanding.
- 10 % employees say that their performance is satisfactory.
- 3 % employees say that their performance is excellent.

Q-10. Is the management co-operative with them? Do they solve their problems?



- 87% employees say that the management is co-operative.

Findings & Observations

- There is lack of motivation in employees. The HR department lacks in this area as no proper counseling is given by the HR manager.
- The biggest concern of the firm is that the job profile is not clear.
- Every department is playing the blame game.
- Most of the managers hesitate to take up responsibilities.
- Interdepartmental co-ordination is not there.

- Language barrier is also the main concern & also salary is an issue for most of the employees.
- The employees who have been part of training programmes have a better know-how of the process and nature of the work than their counter part.
- Implementation is lacking, only complaints are been listen but no solution is given by the HR manager.
- About 70% of employees are not aware of the importance of Performance Appraisal concept.
- **Conclusions**

It was observed that the members of an organization can perform in a positive manner, only in the presence of good and healthy working atmosphere. For an employee who is constantly under stress and work load, it is very essential that his motivational level is kept high. This enhances his performance quality.

A good performance appraisal system is a highly effective means of improving means of improving the quality of performance of the employees. Various factors like a regular feedback , an appropriate recognition and reward system , unbiased ratings , scope for improvement etc determine the satisfaction level of the employees and in turn the success of the performance appraisal system

Therefore the organization should consider all the above – mentioned factors. The employees on their part should take a realistic view of the organization capability to provide facilities and amenities. If the management is able to achieve organizations as well as employees goals i.e. goal congruency, only then it can become a successful player in the industry.

Recommendations

- Training programme should be arrange to help the employee to overcome his weaknesses and to sharpen his strength, as well as for the betterment of performance appraisal system.
- Criteria's mentioned in the form should be discuss with subordinate in order to inform them under which criteria's their performance is being appraise so that they can improve their lacking area.

- Job profile of many employees is not clear. The HR manager needs to focus on these specific areas.
- The HR representative should up-date information regularly with respect to the knowledge about new project started in their areas.
- Implementation is lacking; only complaints are been listen but no solution is given. Review is lacking.

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A STUDY OF SALARY AND WAGE ADMINISTRATION WITH REFERENCE TO EPCOS INDIA PRIVATE. LIMITED, NASHIK

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Abstract: The study was conducted to know the structure and salary provided by the Company to its employees. The study aims to understand the present salary compensation of EPCOS along with the evaluation of the incentives, bonus, and allowances given to the employees. The study aims to get the clear idea about the salary structure and about the overall functioning of the organization. The sampling technique used is stratified simple random sampling.

Keywords: Employees, Salary and Wages, Compensation

Introduction

Compensation and Reward system plays vital role in a business organization. Since, among four Ms, i.e. Men, Material, Machine and Money, Men has been most important factor, it is impossible to imagine a business process without Men. Every factor contributes to the process of production/business. It expects return from the business process such as rent is the return expected by the landlord, capitalist expects interest and organizer i.e. entrepreneur expects profits. Similarly the labour expects wages from the process.

Labour plays vital role in bringing about the process of production/business in motion. The other factors being human, has expectations, emotions, ambitions and egos.

Labour therefore expects to have fair share in the business/production process. Therefore a fair compensation system is a must for every business organization. The fair compensation system helps in the following:

- An ideal compensation system will have positive impact on the efficiency and results produced by employees. It will encourage the employees to perform better and achieve the standards fixed.
- It will enhance the process of job evaluation. It will also help in setting up an ideal job evaluation and the set standards would be more realistic and achievable.

- Such a system should be well defined and uniform. It will be apply to all the levels of the organization as a general system.
- The system should be simple and flexible so that every employee would be able to compute his own compensation receivable.
- It should be easy to implement, should not result in exploitation of workers.
- It will raise the morale, efficiency and cooperation among the workers. It, being just and fair would provide satisfaction to the workers.
- Such system would help management in complying with the various labour acts.
- Such system should also solve disputes between the employee union and management.
- The system should follow the management principle of equal pay.
- It should motivate and encouragement those who perform better and should provide opportunities for those who wish to excel.
- Sound Compensation/Reward System brings peace in the relationship of employer and employees.
- It aims at creating a healthy competition among them and encourages employees to work hard and efficiently.
- The system provides growth and advancement opportunities to the deserving employees.
- The perfect compensation system provides platform for happy and satisfied workforce. This minimizes the labour turnover. The organization enjoys the stability.
- The organization is able to retain the best talent by providing them adequate compensation thereby stopping them from switching over to another job.
- The business organization can think of expansion and growth if it has the support of skillful, talented and happy workforce.
- The sound compensation system is hallmark of organization's success and prosperity. The success and stability of organization is measured with pay-package it provides to its employees.

SALARY ADMINISTRATION

What is Salary?

The Roman word salarium linked employment, salt and soldiers, accepting salt from a person was synonymous with drawing sustenance, taking pay, or being in that person's service. Soldiers were known to have been paid, and maintain instead that the salarium was an allowance for the purchase of salt, at that time salt production was strictly controlled by the monarchy or ruling elite. Today, the idea of a salary continues to

evolve as part of a system of all the combined rewards that employers offer to employees. Salary (also now known as fixed pay) is coming to be seen as part of a "total rewards" system which includes variable pay (such as bonuses? incentive pay, and commissions), benefits and perquisites (or perks), and various other tools which help employers link rewards to an employee's measured performance. A salary is a form of periodic payment from an employer to an employee, which is specified in an employment contract. From the point of view of running a business, salary can also be viewed as the cost of acquiring human resources for running operations, and is then termed personnel expense or salary expense. In accounting, salaries are recorded in payroll accounts. Salary is compensation to an employee for services rendered on a weekly, monthly or annual basis. Salary is usually associated with office employees, supervisors, managers and professional and technical staff. In any organization, salaries and wages constitute a significant portion of the cost of operation of the business.

Difference between Salary, Wage and Compensation:

Salary refers to the monetary payment on a monthly or annual basis. Wages are the remuneration paid by the employer for the service of a worker who is engaged by the hour, days, week or fortnight. Wages are payments to hourly-rated production and maintenance employee. Compensation refers to all forms of financial returns, tangible services and benefits employees receive as a part of an employment relationship. Compensation may be received directly in the form of cash (wage, bonus, incentives) or indirectly through services and benefits (pensions, health insurance, vacations).

OBJECTIVES OF THE STUDY

1. To study the Compensation Structure and administration in EPCOS.
2. To know the satisfaction level of the executives and the workers regarding the facilities and allowances given by the EPCOS.
3. To know the satisfaction level of the salary distribution process carried out in EPCOS

HYPOTHESIS OF THE STUDY

1. As the industry goes number of settlements, it reaches to saturation point, then the increase in the direct wages is minimum.
2. As it matures to saturation point, more benefits come out of facilities and benefits rather than rise in direct wages.

RESEARCH METHODOLOGY

Introduction:

Research is an art of scientific investigation through search of new facts in any branch of knowledge. It is movement from unknown to known. The study of research methodology gives the student the necessary training in gathering materials required, and also training in technique for the collection of data appropriate to particular problem. It helps in the use of statistics, questionnaire and controlled experimentation and in recording evidences, sorting it out and interpreting it. Knowledge of research methodology is helpful in various fields. Research methodology plays key role in project work. It consists of series of actions or steps necessary to effectively carry out research and the desired sequencing of these steps.

Basic features of a research process are:

- Research always starts with a question or a problem.
- Its purpose is to find answers to questions through the application of scientific method.
- It is a systematic and intensive study directed towards a more complete knowledge of the subject studied.

Methods of Data Collection

Data collection is an elaborate process in which the researcher makes a planned search for all relevant data and is the foundation of all researches. It is the raw material with which a researcher functions. The task of data collection begins after a research problem has been defined and research plan is chalked out. While deciding about the method of data collection to be used for the study the researcher should keep in mind two types of data viz., primary data and secondary data.

Sources of Data

A. Secondary data:

Secondary data is the data already collected by others for purposes other than solution of the problem at hand. In case of Secondary data the nature of data collection work is merely that of compilation. Secondary data has several supplementary uses.

1. Internal sources:

- Company Records.
- Service Reports.
- Annual Report.
- Company Brochure.

- Company Library.

2. External sources

- Web pages of organizations and journals.
- Reference Books.
- Magazines.
- Newspapers.

B. Primary data:

The data that is being collected for the first time or to particularly fulfil the objectives of the project are known as primary data. In my study work, **stratified simple random sampling** was the method of sampling technique .

Data Evaluation

All the data and information collected from the secondary sources and company officials was filtered & only relevant data is introduced in the report which helped in achieving objective of the project. This relevant data is finally evaluated to make the final report and to draw the conclusion

DATA ANALYSIS

The data used for analysis is secondary data through internal sources.

A survey was carried out within the executives and workers of the company itself to analyse the data.

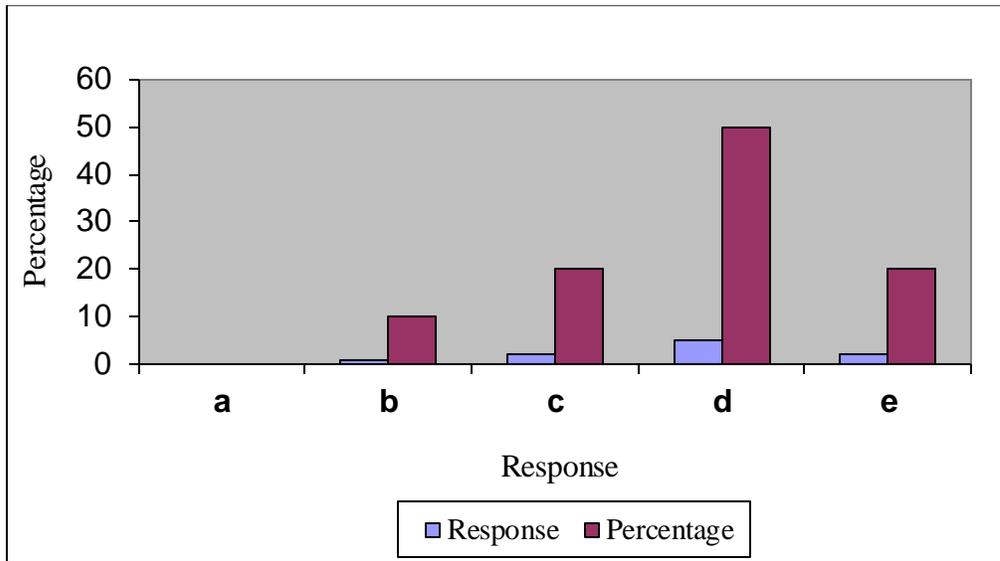
Sample sizes of 30 for each were taken to carry out the survey and following questionnaire were provided for the survey.

FOR EXECUTIVES						
Sr. No.	Questions Asked	Not Satisfied	Not Much Satisfied	To Some Extent Satisfied	Quite Satisfied	Fully Satisfied
1	Whether the executives were satisfied with the salary distribution process adopted by EPCOS?	-	-	-	✓	-
2	Whether the executives were satisfied with the allowances given by EPCOS?	-	-	✓	-	-
3	Whether the executives were satisfied with the facilities given by EPCOS?	-	-	-	✓	-
FOR WORKERS						
4	Whether the workers were satisfied with the salary distribution process adopted by EPCOS?	-	-	✓	-	-
5	Whether the workers were satisfied with the allowances given by EPCOS?	-	-	✓	-	-
6	Whether the workers were satisfied with the facilities given by EPCOS?	-	-	✓	-	-

I. Whether the executives were satisfied with the salary distribution process adopted in EPCOS?

- a) Not satisfied b) Not much satisfied c) To some extent satisfied d) Quite satisfied e) Fully satisfied

Options	a	B	c	d	e	Total
Response	0	3	6	15	6	30
Percentage	0	10	20	50	20	100

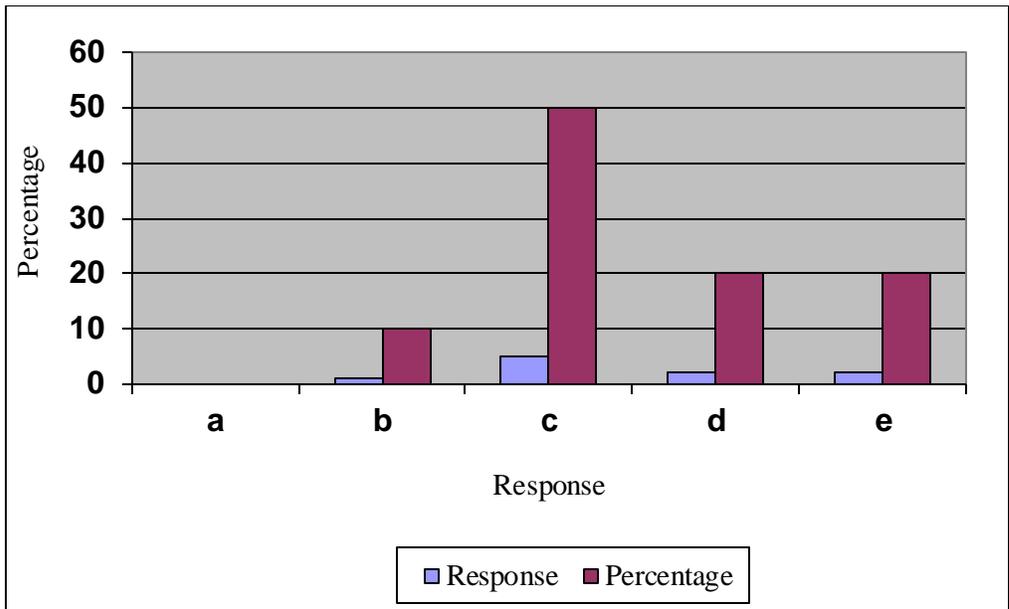


Interpretation: - Most of the executives were quite satisfied with the salary distribution process adopted by EPCOS.

II. Whether the workers were satisfied with the salary distribution process adopted in EPCOS?

- a) Not satisfied b) Not much satisfied c) To some extent satisfied d) Quite satisfied e) Fully satisfied

Options	a	b	c	d	e	Total
Response	0	3	15	6	6	30
Percentage	0	10	50	20	20	100

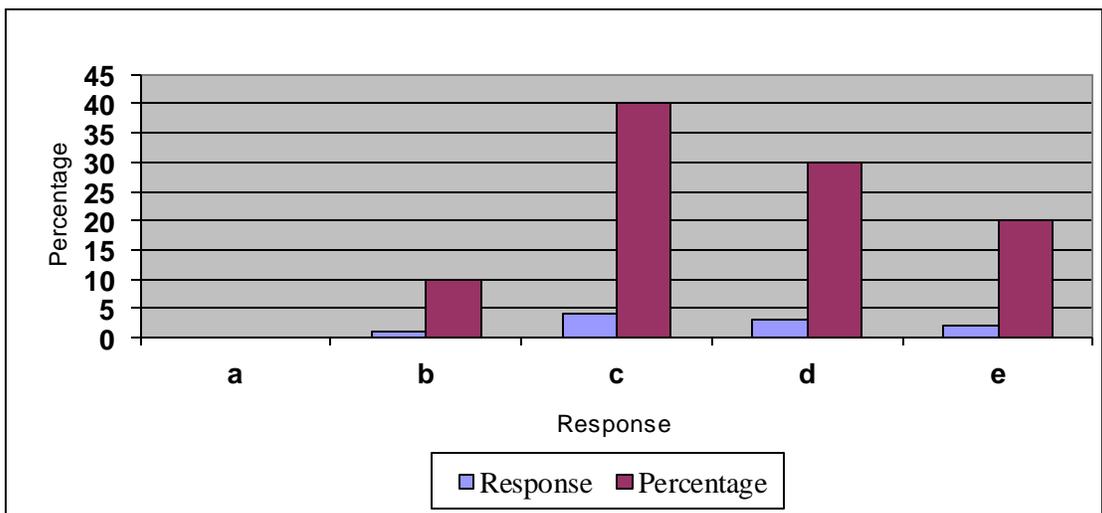


Interpretation: - Most of the workers were satisfied to some extent with the salary distribution process adopted by EPCOS.

III. Whether the executives were satisfied with the allowances given by EPCOS?

- a) Not satisfied b) Not much satisfied c) To some extent satisfied d) Quite satisfied e) Fully satisfied

Options	a	b	c	d	e	Total
Response	0	3	12	9	6	30
Percentage	0	10	40	30	20	100

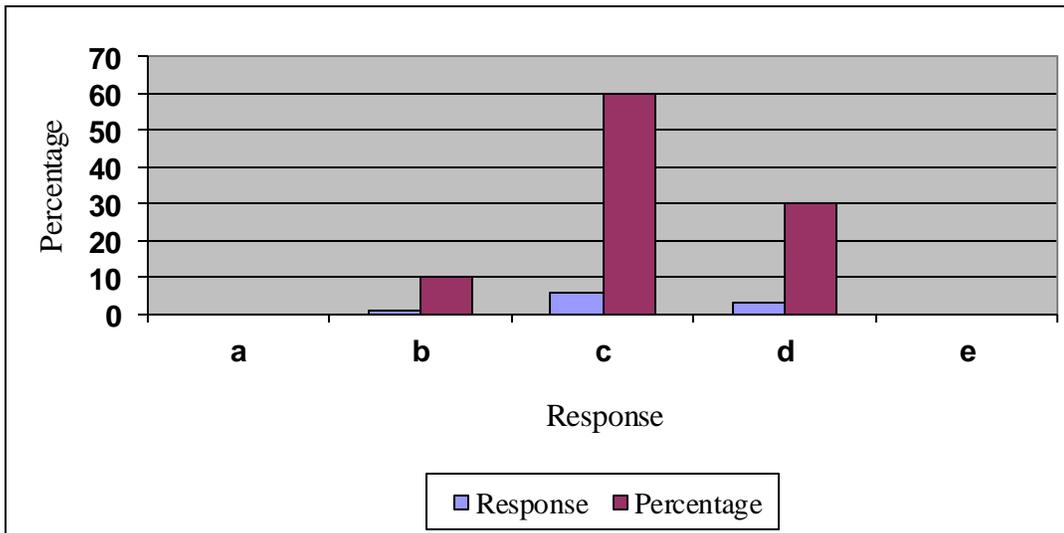


Interpretation: - Most of the executives were satisfied to some extent with the allowances given by EPCOS.

IV. Whether the workers were satisfied with the allowances given by EPCOS?

- a) Not satisfied b) Not much satisfied c) To some extent satisfied d) Quite satisfied e) Fully satisfied

Options	a	b	c	d	e	Total
Response	0	3	18	9	0	30
Percentage	0	10	40	30	0	100

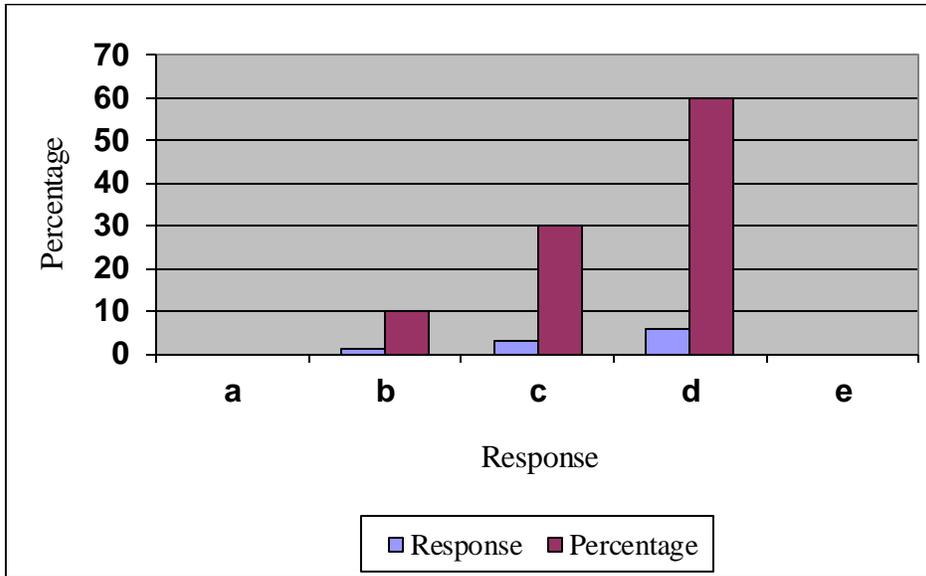


Interpretation: - Most of the workers were satisfied to some extent with the allowances given by EPCOS.

V. Whether the executives were satisfied with the facilities given by EPCOS?

- a) Not satisfied b) Not much satisfied c) To some extent satisfied d) Quite satisfied e) Fully satisfied

Options	a	b	c	d	e	Total
Response	0	3	9	18	0	30
Percentage	0	10	30	60	0	100

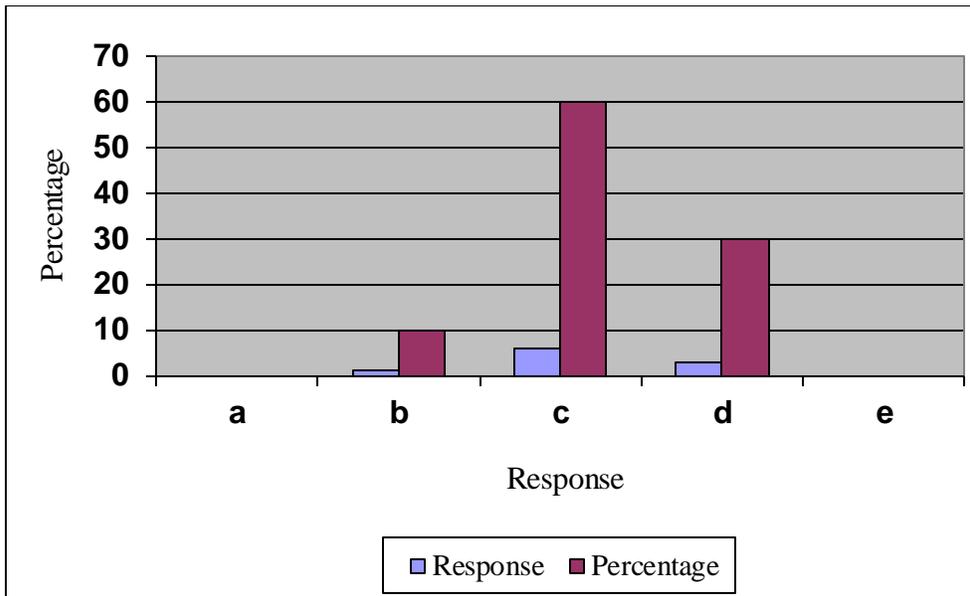


Interpretation: - Most of the executives were quite satisfied with the facilities given by EPCOS.

VI. Whether the workers were satisfied with the facilities given by EPCOS?

a) Not satisfied b) Not much satisfied c) To some extent satisfied d) Quite satisfied e) Fully satisfied

Options	a	b	c	d	e	Total
Response	0	3	18	9	0	30
Percentage	0	10	60	30	0	100



Interpretation: - To the some extent workers are satisfied with facilities given by EPCOS.

FINDINGS OF STUDY

According to this survey, I could conclude following: -

1. Compensation has major impact coming out of age and experience i.e. more age, more experience, more CTC. Therefore, more the length if the service, higher the wages.
2. As the industry goes number of settlements, it reaches to saturation point, then the increase in the direct wages is minimum.
 1. As it matures to saturation point, more benefits come out of facilities and benefits rather than rise in direct wages.
 2. Any entrepreneur business organization is run to earn profits and ultimately to make money. In a typical manufacturing set up the buyer i.e. customer decides the product price. A product consists of following cost put on it.
 - Raw material cost
 - Labour cost
 - Overheads
 - Scheduled profit out of that product

In the above cost, the end customer has always expectation of lowering it or to maintain at same level.

However, out of above item, raw material cost and labour cost will have always incremental effect. So to have better profit out of manufacturing, you need to have control over overheads as well as labour cost.

SUGGESTIONS & CONCLUSION

SUGGESTIONS: -

Take care of changes in IT rules

Company does compensation restructuring based on change in income tax rules.

According to survey, to maintain the morale of the employees, management should keep their compensation plan competitive with similar industry.

Transport Facility:-

The company may provide transport facility rather than giving Conveyance allowance.

On giving an informal talk with employee of the company, it was found that the employees are more interest in having pick- up and drop facility.

Festival Advance:-

Company may provide a festival advance facility which will prove more beneficial for the employees and which will help them in fulfilling their needs arising during the course of any festive occasion.

Salary Survey:-

Company should conduct salary survey to find out and study recent patterns in similar industry. Based on the finding of such surveys they should restructure the compensation

Flexible To Suit Added Liabilities:-

As employees grow in the organization, simultaneously his family liabilities also grow. To accommodate such liabilities like children education, dependent family members' marriage, and medical expenses this should be considered in deriving compensation package.

Continuous Training And Rewards:-

In the competitive era, to keep feet one need to continuously upgrade him by way of knowledge base and develop things which may utilize for organizational development. Thus, there has to be proper consideration for rewarding such things.

CONCLUSION: -

From this project report, I could conclude that compensation management plays integral role in obtaining organizational goals.

1. Any compensation program must have the strong linkage to the profitability at the production level and business level.

2. The program should ensure that it establishes accountability, ownership and service orientation at all level.
3. The key to motive employees is compensation package i.e. direct wages are low but other benefits are more which are based on productivity. They vary according to productivity.
4. Compensation helps to retain competent employees in the organization.
5. Attractive compensation package also enhance the competitiveness of the company.

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HUMAN RIGHTS STIMULUS

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ABSTRACT:

The study of Human Rights occupies a very important place in the world. In other words Human Rights are of Universal importance. They are no doubt the inherent rights of a man. They are common to all regardless of caste, color, religion, race etc. Human Rights belong to person and affirm his human dignity. The concept of human rights was unknown during ancient and medieval period. In these days the ruler of a country was considered to be the fountain of all sources. He possessed vast powers in his hands. The autocratic rulers just safeguarded the country from foreign invasions and the subjects in turn obeyed the dictation of the ruler.

Human Rights are most essential for the fullest development of an individual. Human rights are the claims of the individuals, are recognized by the society and are to be enforced by the state. Thus these rights must have a social recognition and must be enforceable by the state government. Human rights are inherent in human nature and they are absolutely essential for living as a human being. Human rights are the basis of human life, dignity and worth. Human rights can be defined as the condition by which man can archive self freedom and can make the fullest development of him. Human Rights create particular conditions to help an individual develop his personality. To live the life of dignity of the personality, to express his thoughts freely, to acquire the freedom, to follow any religious dogmas, to make any business what one likes and for the financial and educational development as well as the political participation etc., human rights are more essential for human being. But now a day, India tops the list for black money in the entire world with almost. US\$1456 billion in Swiss Banks (approximately USD 1, 4 trillion) in the form of black. According to the data provided by the Swiss Banking Association report (2006), India has more black money than the rest of the world combined. Indian-owned Swiss bank account assets are worth 13 times the country's National debt.

INTRODUCTION:

Independence and democracy both are different things. The country may be independent but there may not be democracy. Independent country may have different type of administrative setup other than democratic set up. There may be atmosphere of human rights in independent country or may not be. Independence opens the doors of human rights. Man does not enjoy human rights without Independence because they are not accepted. There is no guarantee of human rights in an independent country. Democracy assures of human rights. Hence democracy is the best system so for liberty is concerned.

The recent scams involving unimaginably big amounts of money, such as the 2G spectrum scam, are well known. It is estimated that more than billion dollars are stashed away in foreign haven, while 80% of Indians earn less than 2\$ per day and every second, child is malnourished. It trans seems as if only the honest people are poor in India and want to get rid for their poverty by education, emigration to cities and immigration, whereas all the corrupt ones. It seems as if India is a rich country filled with poor people.

Harold Laski who opined that the term Right is a system to develop Human Personality. Now the importance of Human Rights is realized more and more. The Human Rights demand something to the lead a life with dignity. The achievement of Human Rights is form magna carat of thirteenth century travelling through Bill of it's and declaration of Human Rights.

OBJECTIVES OF HUMAN RIGHTS:

- Protect and promote human rights by monitoring, investigation, advocacy, and taking solidarity actions;
- Work towards social equality, with particular emphasis on social groups who have suffered discrimination in the past, such as women and children and minorities, including Davits;
- Develop a speedy communication system using modern communication techniques to encourage quicker actions to protect human rights, redress wrongs and prevent violations in future;
- Develop appropriate modes of human rights education and especially promote the folk school approach;
- Promote appropriate legal and administrative reforms, particularly judicial and police reforms;

HUMAN RIGHTS ARE DIVIDED IN TO FOUR GROUPS.

- 1) Fundamental freedom
- 2) Legal Right
- 3) Equalitarian Right
- 4) Economic Right

Human Rights are the rights which are possessed by all human jigs irrespective of their race, caste, nationality, sex, language etc.

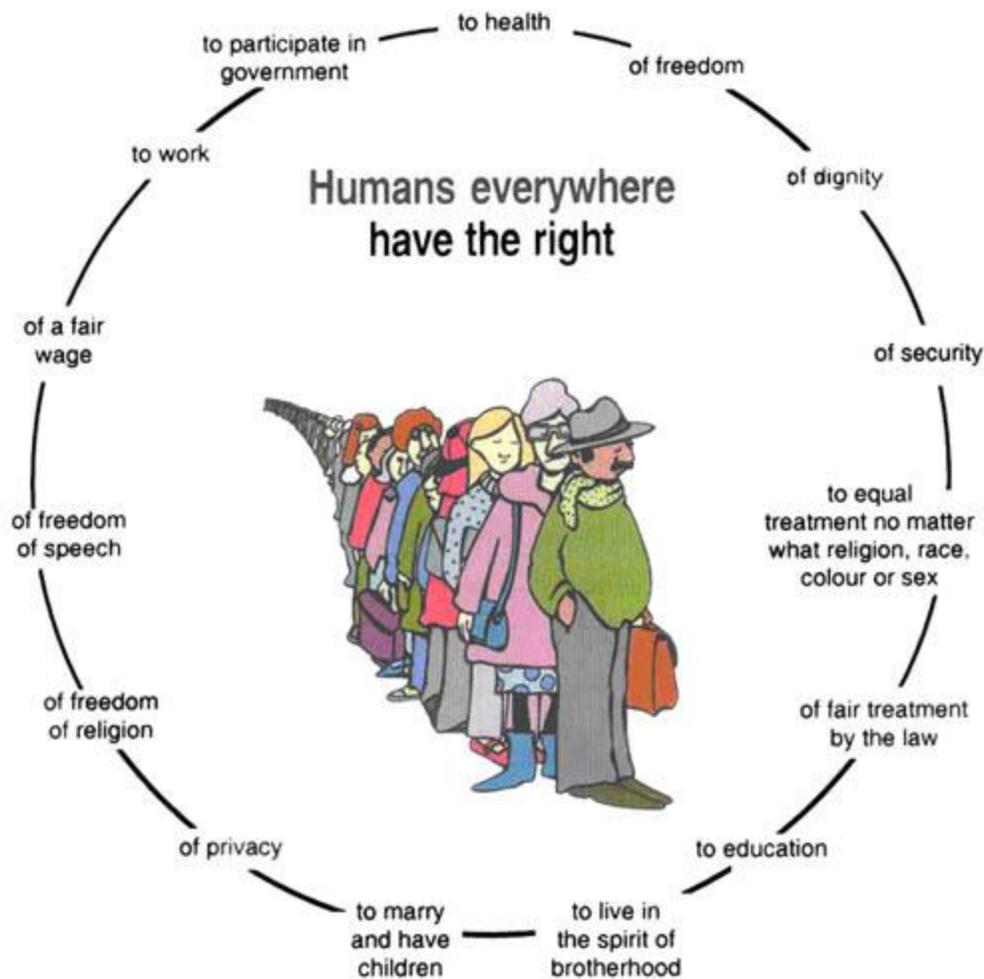


Fig: Human rights stimulus

HUMAN RIGHTS DEFENDERS

Although the legal and moral environment surrounding the actions of governments is reasonably well developed, that surrounding multinational companies is both controversial and ill-defined. Multinational companies primary responsibility is to their shareholders, not to those affected by their actions. Such companies may be larger than the economies of some of the states within which they operate, and can wield significant economic and political power. No international treaties exist to specifically cover the behavior of companies with regard to human rights, and national legislation is very variable. Jean Ziegler, Special Rapporteur of the UN Commission on Human Rights on the right to food stated in a report in 2003 : In August 2003 the Human Rights Commissions Sub-Commission on the Promotion and Protection of Human Rights Produced draft.

HUMAN RIGHTS VIOLATIONS

Human Rights violation occurs when actions by state (or non-state) actors abuse, ignore, or deny basic

human rights (including civil, political, cultural, social and economic rights). Furthermore, violations of human rights can occur when any state or non-state actor breaches any part of the UDHR treaty or other international human rights or humanitarian law. In regard to human rights violations of United Nations laws. Article 39 of the United Nations Charter designates the UN Security Council (or an appointed authority) as the only tribunal that may determine UN human rights violations human rights abuses are monitored by United Nations committees, national institutions and governments and by many independent non-governmental organizations, such as Amnesty International, International Federation of Human Rights, Human Rights Watch, World Organization Against Torture, Freedom House, International Freedom of Expression Exchange and Anti-Slavery International.

CONCLUSION

In the contemporary society, we encounter dichotomous processes – on the one hand, the efforts of globalization are oriented towards the development of political economic networks and the integration of cultural diversity. On the other hand, challenges are emerging in the social space which is testifying to the existence and the deepening of social inequalities through various forms of discrimination, social exclusion and difficulties to achieve full enjoyment of social rights. In order to motivate active participation, the understanding of the following issues, further developed into sub themes, is needed Poverty, unemployment, social exclusion and access to social right regional and international/ethnic inequalities. The phenomenon and the modality of social discrimination Human Rights in the context of terrorism and armed conflicts sustainable development and social wellbeing. It seems appropriate at this point to underscore the main thrust of this discussion. It is to suggest that, in bringing together representatives of diverse culture for grass roots and intercultural human rights dialogues making human rights local, to use aphasia from Michael Ignatieff globalization from below has made possible and encouraged the emergence of these alternative forms of justification, thus moving beyond how the issue was viewed at the time of the adoption of the UDHAR.

However the efficacy of the mechanism in place today has been questioned in the light of blatant human rights violations and disregard for basic human dignity in nearly all countries in one more or forms. In many cases, those who are to blame cannot be brought to book because of political considerations, power equations etc. when such violations are allowed to go unchecked, they often increase in frequency and intensity usually because perpetrator feel that they enjoy immunity from punishment.

Human rights fundamentals to the stability and development of countries all around the world. Great emphasis has been placed on international conventions and their implementation in order to ensure adherence to a universal standard of acceptability. With the advent of globalization and the introduction of new technology, these principles gain importance not only in protecting human beings from the ill-effects of change but also in ensuring that all are allowed a share of the benefits. The impact of several changes in the world today on human

rights has been both negative and positive. In particular the risks posed by advancements in science and technology may severally hinder the implementation of human rights if not handled carefully.

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The Study Of District Rural Development Agency (DRDA) & Its Role In Obliterating The Evils Of Unemployment In Rural Areas of Wardha District

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ABSTRACT:-

Rural development and poverty alleviation programs are implemented on a decentralized basis, keeping in view the large geographical areas, the administrative requirements and the need to involve grassroots-level, officials and the community in the implementation of the programs. At the central level the Ministry of Rural Areas & Employment has been implementing these programs. The Ministry is responsible for the release of central share of funds, policy formulation, overall guidance, monitoring and evaluation of the programs. At the State level, Secretary, Rural Development and the Commissioner of Rural Development are overall in-charge for implementation of the rural development programs. At the District level, the programs are implemented through the DRDAs (District Rural Development Agencies).

The governing body of DRDA includes Members of Parliament (MPs), Members of Legislative Assemblies (MLAs), District level officials of Development Departments, Bankers, NGO's and representatives of weaker sections of the society. The District Collector is the Chairman of the Governing Board and the Project Director, the Member Secretary. The Governing body at the district level provides guidance and directions to DRDA. Many Schemes of the Central and State Governments are introduced from time to time. Several schemes are available providing support to different components of Rural Development. Schemes are also periodically modified to reflect the experience over the years. The task of DRDA has been to identify the needs of the rural population and reach the appropriate schemes where they are needed. In implementing the schemes, the role of the DRDA has been Technical, Managerial and Financial. Thus DRDA is not only a body to disburse.

Key words: IRDP, Self-Employment Program, Wage-Employment Program, MFALDA

INTRODUCTION

India is the land of Agriculture. Still 70% Indian economy is based on agriculture, even in the modern era. But it is misfortune of the nation that peasants are poor in condition. It is tragic that villages are becoming deserted & cities becoming over-populated day-by-day. The conditions of Small Scale Industry, Agro-Based Industry & other industries are completely awful. Hence the local citizens have no scope & source to get guaranteed employment for all 365 days in a year.

Wardha, the land which is known for its sacrifices & grate devotion towards our nation. The fine foot-prints of Mahatma Gandhi, The Father Of Nation made this land legendary in all over the world. Today the Gandhi district has many progressive things, but there are some shortcomings, issues & serious problems too. The opportunities of employment in the district is one of those. On the basis of area, size & population, Wardha is one of the smallest district in Vidarbha. Recently it is in lime-light because of Farmers-suicide cases. The people of the district, especially from rural areas have been suffering from the evils of unemployment. They don't have enough wages to fulfill their daily bread & butter.

Behind the name of Gandhi District, most of the industries have been turned away from the place. As a result of it, the MIDC of Wardha district is quiet deserted until last decade. As the same, farming condition is quiet ragged here. In this terrible circumstances, State & Central Govt. launch many schemes & plans to uplift the condition of poor peasants & the people of the district, especially countryside people through the Govt. organizations like DRDA, for offering permanent employment.

DRDA, District Rural Development Agency, is established for effective implementation of anti-poverty programs in rural areas at the district level. It has traditionally been the principle organ at the district level to oversee for the implementation of anti-poverty programs of the Ministry of Rural Development. This agency was created originally to implement the Integrated Rural Development Program (IRDP). Subsequently the DRDAs were entrusted with number of programs of both, states and central government From April 01, 1989, a separate DRDA Administration has been introduced to take care of the administrative costs. It aims at strengthening the DRDAs and make them more professional in managing the anti-poverty programs and be an effective link between the ministry and the district level.

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available providing support to different components of Rural Development. Schemes are also periodically modified to reflect the experience over the years. The task of DRDA has been to identify the needs of the rural population and reach the appropriate schemes where they are needed. In implementing the schemes, the role of the DRDA has been Technical, Managerial and Financial. Thus DRDA is not only a body to disburse.

Activities of DRDA :

- 1. Self-Employment Program.**
- 2. Wage-Employment Program.**

Role of DRDA :

- Principal facilitators for drawing of Plan and Programs.
- Allocates funds, Maintains accounts and collects Utilization Certificates.
- Co-ordinates Executive Agencies, financial institutions, NGOs, Government and Panchayat Raj Institutions at different levels.
- Supervises and monitors various programs implemented in the field.
- Ensures successful implementation of the programs.
- Keeps inform Zilla- Parishad and Government through reports and returns.
- Creates awareness and transparency amongst the common people.
- Safe guards the interest of SC/ST. Women and Physically Handicapped Persons.

The Schemes Of DRDA In Employment Generation In Rural Areas :

DRDA has traditionally been the principle organ at the district level to oversee the implementation of different anti poverty programs by offering employment programs in the rural areas so that there should be upliftment of the people, living there. The department of rural development is implementing a number of programs in rural areas through the state government for poverty reduction, employment generation, rural infrastructure habitant development, provision of basic minimum services etc. The important programs presently being implemented by the department are -

Employment Guarantee Act :

- Swaranjayanti Gram Swarozgar Yojana
- Atal Awas Yojana
- Mahatma Gandhi National Rural Employment Guarantee schemes.
- Rural housing (Indira Awas Yojana)
- Maitri Shakti Bima Yojana

- National Family Benefit Scheme
- Total Sanitation Campaign
- Watershed (IW DP/IWMP)
- Sampurna gramini rozgar yojana (sgry)
- National rural employment guarantee act (nrega)
- Wage employment scheme.
- Jawahar rojagar yojana (jry)
- Jawahar gram samruddhi yojana (jgsy)
- Employment assurance scheme (eas)

Self-Employment Program :

- Million wells schemes.
- Integrated rural development program (IRDP)
- Training of rural youth for self-employment (TRYSEM)
- Development of rural women's employment.
- Rural entrepreneurship development program (EDP)

Organizational Structure :

- Each District will have its own District Rural Development Agency. The DRDA would be headed by a Project Director, who should be of the rank of an Additional District Magistrate. In respect of such States where DRDA does not have a separate identity, a separate Cell to be created in the Zillah Parishad to maintain separate accounts, so that these are capable of being audited separately.
- The DRDA should emerge as a specialized agency capable of managing the Anti Poverty.
- Programs of the Ministry on the one hand and to effectively relate these to the overall effort of poverty eradication in the District. Actual execution of programs will be handled outside the DRDAs and the DRDA's role will be to facilitate the implementation of the programs, to supervise/oversee and monitor the progress, to receive and send the progress reports as well as to account for the funds.
- DRDAs will develop the capacity to build synergies among different agencies involved, for the most effective results.
- If DRDAs are to be entrusted with programs of other Ministries or those of the State Governments, it would be ensured that these have a definite Anti Poverty focus.
- The Chairman, District Development Commissioner would be the Chairman of the Governing Body of the DRDA. The DRDA shall also have an Executive Committee.
- The Project Director should cause the annual accounts of the DRDA to be prepared not later than 30th June. These shall be duly audited.

Staffing Pattern :

- The staffing pattern is expected to reflect a clear departure from that of a purely administrative organization. The staffing structure of DRDAs includes positions for Planning for Poverty Alleviation, Project formulation, Social Organization and Capacity Building, Gender concerns, Engineering

Supervision and Quality Control, Project Monitoring, Accountancy and Audit functions as well as Evaluation and Impact Studies.

- Each DRDA would have the following wings:
 - a. Self-employment wing
 - b. Women's wing
 - c. Wage-employment wing
 - d. Engineering wing
 - e. Accounts wing
 - f. Watershed Wing (wherever DDP/DPAP/IWDP programs are under implementation)
 - g. Monitoring Wing
 - h. General Administration

The Main Objectives Of The Agency Are –

- Identify the families living below the poverty line through survey conducted by the govt. Servants working at field level.
- To give financial assistance to these B.P.L. families through banks and govt. sponsored schemes.
- To draw up model plans through technical departments, for executing the labor generating schemes such as Employment Assurance Scheme.

Scope of the study:

The main purpose of the study is to aware the people for different schemes & availabilities of Govt. plans, related to employment at their dwelling places & they should become strong economically, psychologically & socially.

Through DRDA, it should be provided to every person, every family, everywhere not only in the district, this state but in all over the country so that there should not be any problem of unemployment anywhere. Hence some of the areas that are considered to be –

- The prime sources of employment in rural areas of Wardha district.
- Which kind of jobs the local people want to do especially in rural areas
- What are the other sources, generating employment for unwaged people ?
- How the different schemes are run for employment generation in Rural areas by government ?
- What are the factors to highlight for the wages of woman & the people under BPL ?
- Process to apply for establishing Small scale industries, agro-based industries etc.

- Making awareness in the people of employment providing agencies like DRDA.

Importance & need of the study :

DRDA is one of the government organization which works for the economical upliftment of the people who are especially below poverty-line or unemployed in a rural areas of the district. It helps to generate maximum employment in the local areas by running different kinds of schemes.

Hence DRDA & its role in generating employ abilities for wages is a vital part of this study. Through different programs, Wardha district unemployment problems have to be completely solved & allow the citizens to get maximum employment. It is the need of to days era to spread the permanent wage employment in rural areas at the foremost condition especially for the woman, peasants, BPL holders,...etc. It is the main need of this study to aware the people about education, the recent trends of employment, the reasons of obliterating poverty, & run programs of permanent employment so that poverty should not become the curse, but the blessings of employment make their lives economically strong.

Objectives of the study:

- To study the profile & growth of the unwaged people in rural areas of Wardha district.
- Examine the awareness of education & information, concerning to the employability of Unwaged people of the district.
- State the recent trends of employment for women, & the people of backward classes, handicapped & BPL people through the schemes of DRDA in the district.
- To study the specific problems, facing by the people in getting permanent sources of employment.
- Analysis of employ abilities on the basis of temporary & permanent basis.
- To study the sources of employment in wardha district.
- To examine the industrial growth & status of farming to fulfill the requirement of employment in Wardha district.
- To make awareness in people about wages /employ abilities, given by DRDA.
- To study the reasons of obliterating poverty by offering employ abilities to the unwaged people of rural areas.

Hypothesis of the study:

- H1 : In modern era, people in Wardha district face more problems in getting employment at their dwelling places.

- H2 : The people of rural areas don't get permanent employment sources because of inadequacy in education, skills, awareness & sources.
- H3 : The condition of self-employment in Wardha district isn't good enough.
- H4 : Due to less industrialization, the options of employment are very limited.
- H5 : DRDA is effectively producing employment in Wardha district.

RESEARCH METHODOLOGY :

Universe of Study:

The study is limited only Wardha district so that all unwaged people in Wardha district.

Sampling Method / Technique :

Stratified random sampling method will be adopted. Population size of unwaged people is divided into groups on the basis of their educational standards, caste, categories and creeds. Then select it randomly from each group.

Sample Size :

Total sample size of unwaged people is 500, shall be selected at randomly from each stratified group.

Data Collection Tool :

The data shall be collected through interview and questionnaire. A set of open ended and close ended question will be prepared to collect the data.

Sources of Data :

a) Primary Data :

Primary data would be collected from all unwaged people of Wardha and offices (list collected from DRDA i.e.- ZP, Panchayat sammittee, Grampanchayat offices, located in Wardha) with the help of structured questionnaire.

- **Interview Schedule**
- **Questionnaire**
- **Observation**
- **Survey**

b) Secondary Data :

Secondary Data will be selected or collected from reports, Govt. Publications, Journals, Newspapers & such other authentic sources like reference books & researchers.

Presentation Of Data :

For presentation of, simple quantitative technique will be used . For better understanding diagrams, graphs, pie-charts...,etc. will be used at random places.

Literature Review : A literature review surveys scholarly articles, books & other sources (eg. Dissertations, Conference proceedings,...etc.) relevant to the issue, area of research, providing a description, summary, & critical evaluation of each work. The purpose is to offer an overview of significant literature published on the topic.

Fact Finding : Under the section all the facts available, will be correlate with the objectives under study. Depend upon the facts, it leads to the next phase which is research design formulation.

Research Design Formulation : A research design is a framework or blueprint for conducting the research. It details the procedure necessary for obtaining the required information, & its purpose is to design a study that will test the hypothesis of interest, determine possible answers to the research questions, & provide the information needed for decision making.

CONCLUSION

This study might be Identify the families living below the poverty line through survey conducted by the govt. Servants working at field level.

- To give financial assistance to these B.P.L. families through banks and govt. sponsored schemes.
- To draw up model plans through technical departments, for executing the labor generating schemes such as Employment Assurance Scheme.

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