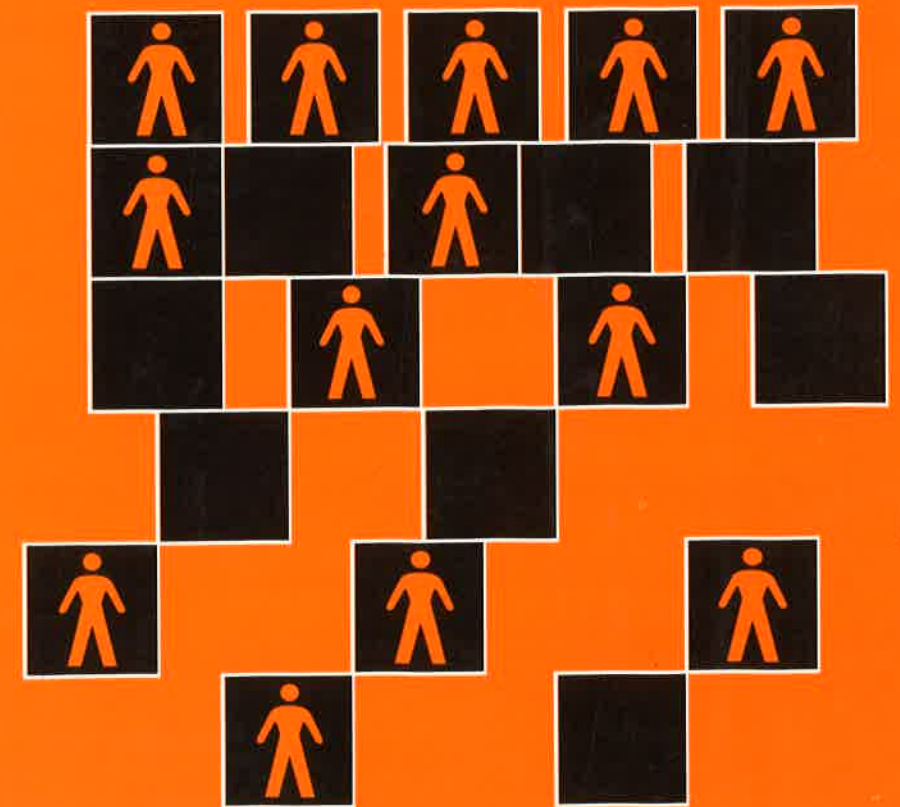


Designing and Managing Human Resource Systems

Third Edition

UDAI PAREEK • T.V. RAO



x ♦ *Preface to the First Edition*

in one organisation. We hope that the book will stimulate other colleagues to share their experiences, and comment on the conceptual framework and scheme used in this volume, and propose alternative ones to illustrate their experiences.

The volume is also designed to be used for management training and education. We have provided a few selected annotated readings after each chapter.

Above all, the book is meant for practising managers and organisations. We have provided the minimum material to stimulate thinking, to suggest some specific action steps, and to encourage innovative approaches in designing, implementing and managing human resource systems. In our joint efforts with managers in various organisations, we have learned a lot, and we have been impressed by the ingenuity and effectiveness of the managers. If we are able to communicate this enthusiasm and optimism to the readers, who may be enthused to undertake the existing task of developing such systems, we shall regard our effort more than rewarded.

Ahmedabad
January 1, 1981

Udai Pareek
T. Venkateswara Rao

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Dr. T.V. Rao is currently Chairman, of T.V. Rao Learning Systems Pvt. Ltd. He worked as a Professor at the Indian Institute of Management, Ahmedabad for over 20 years beginning 1973. He held various positions at IIMA including that of Chairman of the Fellow Program, Post Graduate Program, Public Systems Group, Ravi Matthai Center, OB Area etc. He has also worked as L&T Professor of HRD at XLRI, Jamshedpur during 1983-88. Dr. Rao is the Founder and First President of the National HRD Network and was Chairman, Academic Council and Founder Director of the Academy of Human Resources Development, Ahmedabad. He was also President of the Indian Society for Applied Behavioral Science. Dr. Rao has over 30 books and publications to his credit in the areas of HRD, Performance management, education, entrepreneurship, health, population and management training. Dr. Rao worked as HRD Adviser to reserve bank of India, and as a short-term consultant to UNESCO, Ministry of Health, Indonesia, National Entrepreneurial Development Association, Malaysia and the Commonwealth Secretariat, London. Dr. Rao has designed and assisted in implementing performance appraisal and other HRD Systems for a number of organizations in India and Abroad.

Pareek and Rao together have designed the first HRD Department in 1975 before such dedicated departments existed anywhere else in the world. They have outlined the principles behind the designing of HR systems nearly thirty years ago and were responsible for designing and implementing HR systems in a number of Originations in India.

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