

# Human Resource Development Practices - A Study with Special Reference to KMF, Karnataka

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**Abstract-** Human resource development in the organisational context is a process by which the employees of an organisation are helped in a continuous, planned way to acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles, develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organisational development processes; and develop an organisational culture in which supervisor – subordinate relationships, team work and collaboration among sub units are strong and contribute to the professional well – being, motivation and pride of employees. KMF has played a pivotal role in strengthening the cooperative movement in the state since its inception. The growth of dairy cooperative societies in Karnataka has been spectacular; in 1975-76 there were only 103 societies. Today there are nearly 8000 societies with a membership of 15 lakhs. Milk procurement has increased from 10 thousand kilograms per day to 1,474 thousand kilograms per day.

The sample consists of 450 respondents' pulse-beat of the research study. Objectives of the study were to examine HRD practices being followed in selected milk processing organizations under study and to suggest remedial measures in order to enhance the quality of HRD practices in KMF, Karnataka. Employees believe that the top management gives importance to the human resource and all the employees are treated humanely in the organization. The climate is also favourable in terms of employee being handled with care. The importance of cattle in India's rural economy has long been recognised and widely commented upon therefore, dairying is one of the important allied activities to provide more employment opportunities to the unemployed and under employed thereby increasing their income in rural India.

**Index Terms-** Human Resource Development (HRD), KMF – Karnataka Milk Federation, India, Karnataka, Employees.

## INTRODUCTION

Any organisation worth the name needs Human Resource Department if it has to be dynamic and result oriented. To be effective every manufacturing organisation needs competent people in all areas to bring about cost reduction, reduction in delays, increased customer satisfaction, better quality, prompts service organisations like banking, rural development, health , education, etc., where one has to deal constantly with people. Human resource development in the organisational context is a process by which the employees of an organisation are helped in a continuous, planned way to acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles, develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organisational development processes; and develop an organisational culture in which supervisor – subordinate relationships, team work and collaboration among sub units are strong and contribute to the professional well – being, motivation and pride of employees. The positive HRD practices in KMF renders the existing systems more effective and makes the organisations more receptive to the introduction of relevant additional system.

Dairying is one of the important allied activities to provide employment opportunities to the unemployed and under employed; there by increasing their income in rural India. The importance of cattle in India's rural economy has long been recognised and widely commented upon. At present in India there are 14 Dairy Processing Plants to process milk products for export. Animal husbandry has a long socio-cultural heritage in India. It is not merely a part of the

pastoral economy, but integrated with the socio-cultural network in the Indian rural society. KMF has played a pivotal role in strengthening the cooperative movement in the state since its inception. The growth of dairy cooperative societies in Karnataka has been spectacular; in 1975-76 there were only 103 societies. Today there are nearly 8000 societies with a membership of 15 lakhs. Milk procurement has increased from 10 thousand kilograms per day to 1,474 thousand kilograms per day.

REVIEW OF LITERATURE

In order to find out the statement of the research problem, the literature already available pertaining to the research gap is too reviewed. Before embarking upon the research study the researchers made an attempt to review the literature related to research paper are as under

Researchers	Result of the research study
Dinesh Kumar Bharati, Chandra Sen	Have studied state-wise details of primary milk supplying societies in India. They found phenomenal progress in those societies. They conclude, the consistent efforts are needed to achieve the sustainable growth in milk production.
D. Narayana	Pointed out that large number of households belonging to the backward castes, being less educated and small holding are not able to participate in dairying on the basis of recent study of two dairy co-operatives in Gujarat.
Mahalingai ah et.al	Has studied the environmental management in Dairy Industry. They conclude in this article that waste presentation has been an active concern of dairy sector. The incentive for dealing with waste reduction in dairy plants can be achieved in economic gains in term of milk solids conservation, easier compliance with legislation and good marketing advantages.
M.S. Ramananda , Mahendra Kumar	Have undertaken study of Karnataka Co-operative Milk Producers Federation Ltd., He stated KMF is an Apex dairy cooperative in the country. In south India it stand first in terms of procurement as well as sales. The brand Nandini is a household name for pure and fresh milk and milk products.
Dr. A M Gurav	Highlights the challenges before dairy cooperative, he pointed out the challenges about cost of milk procurement, process cost, labore cost, Lack of professional management etc., He found delay in decision, not giving much attention towards gross route level PDCS. He suggested that dairy cooperative should keep aside political

	interference and professional management should be adopted, all cost should be reduced and the loyalty of members to dairy cooperatives should be developed.
Dr. Vivek Kshirsagar	He pointed out in his article, problems of dairy cooperative societies and Unions, some problems i.e. number of dairies in one village, milk and milk business order 1992, difficulties in investment, planning, marketing of milk and milk products, milk rate etc.
Deepak Shah	Writes in his article the different price structure of milk. The offer prices of marketing agencies both for cow and buffalo milk were high in extension area as compared to control areas in all seasons. It is clear in market survey. It was commercial outlook of producers that help them to practice dairy profession on efficient line.
R. D. Biradar	Has studied the impact of dairy development on the rural households regarding income, employment, assets improvement and milk consumption and it was found that dairy cooperative have made positive impact on the member of farmers as well as non-members farmers also, therefore, the non-member farmers should adopt dairy occupations.
Dayal	According to the author, HRD is a shared belief of management that links the organizational development with individual growth. The author also raises some relevant issues concerning the future of HRD in Indian organizations.
Sign N K	In his study on Human Resource Management suggested that higher priority in organization efforts should be directed to motivation and productive utilization of an organization manpower as the aim of an organization is survival and growth and not survival and decline.
Alphonsa V K	The research study published his study conducted in a large private hospital in Hyderabad under the title “HRD climate in a private hospital in hydra bad a empirical study” this study has attempted to analyse HRD climate, as perceived by the supervisors and suggest that top management of the hospital may further advance the hospital policy in enhancing the physical, mental, and emotional capabilities of the individuals, in order to create and maintain a productive HRD climate.
Sahu R K	in his study on “training for development “identified that in many organizations little or no importance is given to training for non-management employees like operative or office support staffs that are neglected when training budget of organization are worked. He suggested the need to provide training and development at all levels of employee in the organisation.

Martins & Terblanche	Culture is deeply associated with values and beliefs shared by personnel in an organization. Organizational culture relates the employees to Organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioural set of standards.
Selvaraj and Deivakani	Examined in their study, the impact of various factors like age, locality, marital status, experience, education, etc. affecting job satisfaction of employees in an organization. They conducted a descriptive research through a questionnaire in a Milk Supply Society at Tirunelveli.
Ford, Kowtsky & Spiwak	The study focus on addition to available infrastructure there are various factors such as demography, social and geographical factors which account for diffusion of broadband service in a country. These are some of the major causes for the wide digital gap that exists among the countries and within the country.
Rao et.al	The authors had chosen 12 organizations to represent variety of Indian Corporates for HRD audit. The methodology used in the present study includes Questionnaire, individual and group interviews and study of various documents related to HRD systems. The conclusions that were revealed through the study were not very satisfactory as the Indian organizations are not properly structured and staffed. The authors offered the implementation of Integrated HRD system framework for successful working in Indian organizations as a suggestion for the proper management and working of HR in any organization.
Bhattacharya D K	Human resource development explains that HRD facilitates development of an enabling culture in an organisation. Enabling culture is creating an environment where employees are motivated to take initiative and risk, the feel enthused to experiment, innovate and make thing happen. Thus, HRD culture, which develops an enabling culture in an organisation.
Upadhyay	It could be observed that the external marketing refers to the traditional marketing that includes all the four P's are product, price, place and promotion, as broadband service is a technology specific service, ITU states that, the fruitfulness of broadband service could be achieved only by utilization of proper device.

**OBJECTIVES OF THE STUDY**

The main objectives of research study are as under –

1. To understand the conceptual framework of HRD practices in KMF in Karnataka context.

2. To analyses the employees' perception towards Climate and culture in Indian Milk Federation, Particularly in Karnataka Milk Federation.
3. To suggest some important suggestions which are mainly based on research findings of the study region.

**METHODOLOGY**

A research study design is the arrangement for collection and analysis of data. The study is basically descriptive in nature. For the purpose of the study, primary and secondary information has been gathered from the existing literature such as relevant research based on books, articles.

- Data Collection: Data collected for the study was through Primary and Secondary sources. It consists of original data gathered for the present study. The first information has been collected through a suitable is well structured questionnaire.
- Secondary Data Source: The study consists of information that already exists that has been collected for the purpose of this study. The secondary data source information has been collected through the company websites, journals, magazines and internet.
- Sample Size for the research study: As stated above, that a survey questionnaire has been constructed and administered among the employees of KMF from the selected districts of Karnataka particularly, Hyderabad-Karnataka region. However, the researchers' collected primary information from a large sample of 450 respondents to represent the population.

**TOOLS AND TECHNIQUES OF THE RESEARCH STUDY**

In the present study, the researchers has applicable suitable statistical tool as percentage for analysis of data and to draw meaningful conclusion therefrom. The relevant tools were also applied for analysing the primary data especially for the purpose of knowing the attitude of 'HRD Culture and Climate practices in KMF in HK Region'. An analytical tables and charts have been constructed for the effective presentation of the results of analysis.

THE CONCEPT

- To understand the conceptual framework of HRD practices in KMF in Karnataka context.

Human resource development is the process of developing the human resource working in an organization by modernizing their knowledge and upgrading their skills, attitudes and perceptions in order to meet out the changing trends of the globalised economy and also to utilize those developments for the attainment of the organizational goals. In the present scenario of globalization and liberalization, it is extremely important to understand the real worth of the people in any organization. It is not sufficient to address people as the strategic asset of the organization but to believe that they are the real and the most important asset in any organization or firm. People are not just the packet of acquaintance and skills but they are the free agents who are proficient of handling the competition and dynamism of this era with their potential and are capable of bringing colossal values to an organization. HRD as an activity is extremely significant in achieving organizational excellence i.e. to excel with people, process and performance.

To be a survivor in the present scenario of cut-throat competition, the organizations have to develop some appropriate HRD strategies to manage their work force in an organized manner and align their potential with that of their corporate missions and objectives. Human Resource Development aims at assisting people to acquire competencies that are being required to perform their duties in an efficient manner and to let the organization ripe the fruits of their know-how and talents. HRD is a process which is needed to make the people grow continuously and growth of people will ultimately lead to the growth and development of the organization.

THE ORIGIN – KMF

Karnataka, which has made tremendous progress in milk production, is facing stiff competition from neighboring states. The private organisations by giving higher prices and commission have conquered the state’s milk market. The important milk unions like Chamarajanagara, Mysore, Bangalore have protested this entry and have pressurized the state government to abolish the outside milk. But it is not

that easy to do it when the country is marching forward with liberalization. So what is required is that improve the quality of milk, produce variety of milk products and good customer service so that competition can be withstood. When cooperation milk societies are bringing in economic strength in the villages it is the duty of the State Government to protect the milk producers’ interests by levying entry tax on the milk that enters the state.

Karnataka is the 8th largest state in India with a rich heritage of cultural and natural resources including livestock. The state is blessed with 25 million of livestock population supporting rural as well as urban needs of milk, meat, wool, egg, manure and motive power for agricultural operations and rural transport. The draught animal power is an important energy source for various agricultural operations and rural transport especially for poor and marginal sections of the state population.

THE ANALYSIS

- To analyses the employees’ perception towards Climate and culture in Indian Milk Federation, Particularly in Karnataka Milk Federation.

The researcher has analysis and interpretation of the data pertaining to ‘HUMAN RESOURCE DEVELOPMENT PRACTICES - A STUDY WITH SPECIAL REFERENCE TO KMF, KARNATAKA.’ is carried out and present in below tables and graphs respectively. The classification of the respondents based on their gender is presented in table no. 1.

Gender wise classification of the respondents

This is to ascertain the number of male and female employees working in the sample organisation and to arrive at the result on the gender ratio at the workplace.

Table No – 1 Gender-wise Classification of the respondents

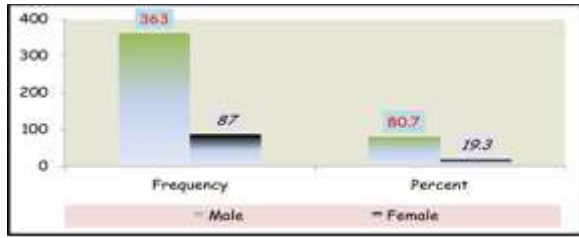
Gender	Frequency	Percent
Male	363	80.7
Female	87	19.3
Total	450	100.0

Source: Field Investigation.

According to the table - 1, it is found that a large number i.e.363 respondents constituting 80.7 percent of male respondents this is because mining involves more physical work, so the number is found to be

high, further, female respondents hold a less number with 87 respondents constituting only 19.3 percent.

Chart No – 1 Gender-wise Classification of the respondents



Age Group of the Respondents –

The statistics shows that how the categories of age distribution is done and serve as an aid in the sample unit in understanding the age groups represents in the present study.

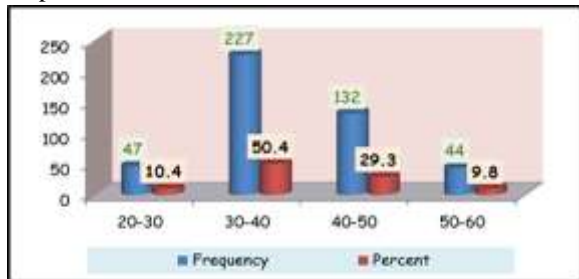
Table No – 2 Age-wise Classification of the respondents

Age	Frequency	Percent
20-30	47	10.4
30-40	227	50.4
40-50	132	29.3
50-60	44	9.8
Total	450	100.0

Source: Field Investigation.

The above tale depicts the age of the employees of KMF. The age ranged between 20 years to 60 years of the maximum number i.e.227 respondents were in age group of 30-40 years constituting 50.4 percent followed by 29.3 percent of respondents were in the age group of 40-50 years. The significant highlight of age group respondents is many of the respondents were above 30 years. The set of employees above the age group of 50-60 may have positive contribution on HRD provided the firm takes required initiatives.

Chart No – 2 Age-wise Classification of the respondents



Experience of Respondents:

The present table assessed the number of years of work experience of each respondent in the sample

organisation and it has been identified by four parameters to check the level of experience.

Table No – 3 Experience of the respondents

Experience	Frequency	Percent
1-5	173	38.4
6-10	205	45.6
11-15	51	11.3
16-20	21	4.7
Total	450	100.0

Source: Field Investigation.

Based on the analysis of table 3, it can be inferred that majority of the employees were having more than 10 years of experience, it is a good strength for the study organisation and will enable to draw the positive contributions from the employees. It is quite easy also for the firm to develop and adopted effective HRD policies like training and development, for the firms’ appraisal.

Educational Qualification of Respondents –

This shows the type of the educational background possessed by the respondents in the sample unit. Three items have been identified to study the educational level of the respondents in the sample unit.

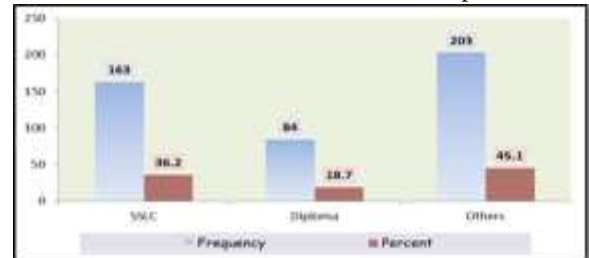
Table No – 4 Education level of the respondents

Qualification	Frequency	Percent
SSLC	163	36.2
Diploma	84	18.7
Others	203	45.1
Total	450	100.0

Source: Field Investigation.

The analysis of table no 5.4 reveals that, the education background of employees is mixed representing 46.1 percent with general qualification 36.2 percent SSLC, 18.7 percent represents diploma. It is very difficult for the organisation to frame an appropriate HRD policy for developing the Human resource. i.e.in the light of diverse educational qualification of the respondents.

CHART No -4 Education Level of the respondents



Income wise classification –

Job satisfaction of the employees depends a lot on the income structure paid to the respondents for their services to the sample organisation. Table gives a clear picture on the relation of income wise classification.

Table No – 5 Income of the respondents

Income	Frequency	Percent
1,000 – 5,000	95	21.1
5,000-10,000	127	28.2
10,000-15,000	113	25.1
15,000-20,000	62	13.8
morethan 20,000	53	11.8
Total	450	100.0

Source: Field Investigation.

Table no .5 shows that the income wise classification in the selected sample unit ranged from 1,000 - 5,000 to 20,000 and above. The study shows that there is relatively sufficient income for the work staff in the KMF as a maximum respondents' i.e. 127 (28.2%) are in the range of income of 6,000 – 10,000, followed by 113 respondents out of the total sample are drawing a income in the range 1,000 – 5,000 which is satisfied for the respondents and 62 out of the 450 respondents are very much satisfied for the sample respondents and only about 53 at more than 20,000 respectively.

CHART No – 5 Income of the respondents



Respondents' commitments towards employees' culture and climate practices in KMF – Factors:

This presents the commitment of the respondents towards the employees are well aware of the corporate objective of the organisation programme in the sample unit –

Table No – 6 Respondents' commitments towards Employees' culture and climate practices in KMF

Opinion		S D	D A	UN D	A	S A	Tota l
Employee s are well aware of the corporate	Freque ncy	31	30	24	11 6	24 9	
	In %	6. 9	6. 7	5.3	25 .8	55 .3	

objective of the organisation.							450 [100 %]
Top management of KMF goes out of its way to make sure in the sample org.	Freque ncy	23	28	27	17 2	20 0	
	In %	5. 1	6. 2	6.0	38 .2	44 .4	
development of the subordinate is seen as important part of their job by the managers/office here	Freque ncy	47	63	27	13 3	18 0	
	In %	10 .4	14 .0	6.0	29 .6	40 .0	

Source: Field Investigation.

\*Note: extending from SA - strongly agree, A - agree, UN D - undecided, DA - disagree, SD - strongly disagree as parameters).

When information pertaining to commitment of respondents towards HRD culture and climate is collected it shows that nearly 249 respondents representing 55.3 percent opined that, they are not having commitment to HRD culture and climate and 116 respondents representing 26.8 agree to the fact that HRD culture and climate. Followed by less number of respondents i.e.24 respondents who constitute 6.3 percent disagree to this, further 31 respondents represents 6.9 remain strongly disagree to the survey. It is also the information pertaining to treating employees as valuable resources is collected it is found that a majority of 200 respondents representing 44.4 percent agree to the fact that top management of KMF goes out of its way to make sure most valuable resources. Followed by less number of respondents i.e. 23 respondents who constitute 5.1 do not agree to this, further 27 respondents represents 6 percent remain can't say to the survey. It can be inferred from the analysis by interviewing both officials and employees of the KMF, it is found that a substantial number of respondents i.e.313 (69.6%) have either agree or strongly agreed in a positive way by stating that the current development policies in the sample organisation facilities HRD climate and culture,

Further, 110 (24.4%) respondents disagreed and strongly disagree to it, this has to be minimized as 110 respondents out of 450 is a sizeable number in the survey.

The major findings of the research study based on the analysis and interpretation of the research data are as under –

#### RESEARCH FINDINGS –

The main findings of the research study are as under -

- Out of 450 respondents it is found that a large number i.e.363 respondents constituting 80.7 percent are male respondents, so the number is found to be high, further, female respondents hold a less number with 87 (19.3%) of respondents.
- The majority of age ranged between 20 years to 60 years of the maximum number i.e.227 respondents were in age group of 30-40 years constituting 50.4 percent followed by 29.3 percent of respondents were in the age group of 40-50 years.
- It can be inferred that majority of the employees were having more than 10 years of experience, it is a good strength for the study organisation and will enable to draw the positive contributions from the employees.
- A majority of the respondents are education background of employees is mixed representing 46.1 percent with general qualification 36.2 percent SSLC, 18.7 percent represents diploma.
- As regards income wise classification in the selected sample unit ranged from 1,000 - 5,000 to 20,000 and above. A majority of the respondents' i.e. 127 (28.2%) are in the range of income of 6,000 – 10,000, followed by 113 respondents out of the total sample are drawing a income in the range 1,000 – 5,000 which is satisfied for the respondents and 62 out of the 450 respondents are very much satisfied for the sample respondents and only about 53 at more than 20,000 respectively.
- Out of 249 respondents, representing 55.3 percent opined that, they are not having commitment to HRD culture and climate and 116 respondents representing 26.8 agree to the fact that HRD culture and climate.

- It is found that a majority of 200 respondents representing 44.4 percent agree to the fact that top management of KMF goes out of its way to make sure most valuable resources. Followed by less number of respondents i.e. 23 respondents who constitute 5.1 do not agree to this, further 27 respondents represents 6percent remain can't say to the survey.
- It is found that a substantial number of respondents i.e.313 (69.6%) have either agree or strongly agreed in a positive way by stating that the current development policies in the sample organisation facilities HRD climate and culture, Further, 110 (24.4%) respondents disagreed and strongly disagree to it.

#### SUGGESTIONS

Following suggestions are recommendations are made from the present study are as under –

- It is suggested that the Government should bring out a sea change in the existing HRD policies and Appoint professionally sound people in the top level management as well as consult with professional organizations.
- The study organization achievement is determined by the skills and motivation of the employees. Competent employees are the greatest assets of any organisation. Given the opportunities and by providing the true type of climate in an organization, individuals can be helped to give full contribution to their potentials, to achieve the goals of the organization, and thereby ensuring optimization of human resources.
- The research study suggested that provide liberty to HR manager to evaluate existing HRD policies and redesign it, if necessary, with the active support of top management.
- It is recommended that create separate HRM department, appoint HRM/HRD manager preferably candidate with MBA – HR.
- The research study suggest that Widely make aware of all the HRD activities to the workforce and it is also encourage workforce's comments, criticisms and involvement Made available every help and support to them finally, continuously evaluate and follow-up.

- It is advise from study that staff of the sample should possess higher familiarity about the concept of the HRD so that further implementation of HRD activity can be successful.
- The study put forward that State Government should take necessary steps with regard to its development so that KMF compete with private players very strongly.

#### AREA FOR FURTHER RESEARCH

This study opens up new grounds for further research. Further studies can address the following issues to have more insights on the subject.

1. The present research study is carried towards Hyderabad Karnataka-Region level; it would be very interesting to conduct study, there exists a scope to go for Non-Hyderabad Karnataka - Region level.
2. An in depth analytical study can be suggested in the select organisation on the topic to observe the changes taking place from time to time.
3. The research survey can be extended with a larger sample, to other parts of study region.

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