



sd{f/L pTk}Off g}gkfn 6]nsdsf]; kmntf



; blk kmofn
kfj / ljeu

hgziQmJoJ : yfkg k[7eld

; E7g JoJ : yfkg; Gbedf To; leq sfo{t
sd{f/Lx}sf]JoJ : yfkg; DaGwl cfwlgs kl/efiffn]; E7gsf]
nlo pGdv /xg]; DkOf{/Ofgllts offhgfx} (Strategic
plan) sd{f/Lx}af6 lgdff eP/ pglx}s}; j t: klt{
sfokffnl (Self managed system) af6 sfoffj og ePsf]
cj : yfdf dfq kefj sf/L ag ; S5 eG]dfgotf /V5 .

pTkfbgsf ; fwgx} kfl, >d, eld / klj lwdf dflg;
dfq}Pp6f dxlj kOf{; fwg xfi h; sf]JoJ : yfkslo kOfu /
kl/rfng pkoQm}xg g; s]; E7gsf]k/f kOfnl g}cj } 4
kfg{; S5 . ; g\ (&) sf]bz; Ddsf]; donfo{pTkfbg
ou (Production Stage) sf] } kdf xOf{To; ahf j : t'Pj +
; jf Pstf]f]pTkfbg / cflk{ug}hf} lbOGVof] t/ lj : tf}
klt:kwf\$]z}cft, klj lwsf]lj sf; h:tf sf/Ofx}n]ubf{
j : t' tyf ; j]fsf]uof: t/ j [4 ug{hgziQmJoJ : yfkg (Hu-
man Resource Management) cj wf/Off cl3 cfpq
yflOf]. yf}hg; Vof, ; fg]cfsf/sf]; jf, lfg, lj sf; fljdv
klj lwh:tf sf/Ofx}n]ubf{ j : t' jf ; jf pTkfbg ug{/
To; sf]uof: t/ j [4 ug\$ nflu dflg; x}nf0{s}n dl; g
pks/Of ; ~rfng ug}0sf0 (Unit) sf } kdf kl/eflft
ul/GVof] t/ ; g\ () sf]bzsd fcfkubf klj lwdf cfPsf]
cthglo kl/j tG, tlj lj [4 e0/x\$]hg; Vof, clws klt:kwf
; jf lfg]sf]lj sf; , dflg; sf]cfo: t/df j [4, lj Zj Jofkls/Of
/ pbf/ls/Of glt (Policy of Globalization & liberal-
ization) h:tf sf/Ofx}n]ubf{cl3Nnf ; dox}df h: t}
kof{t kltkm lng 7hf7hf ax/fli6@ sDkglx} ; d] c; km
ag klu]h; sf]kdv sf/Of g}k/Dk/fut sfo}lslf]k\$lt
/ j : t' tyf ; jf pTkfbg ug{cu}/ xg]sd{f/Lx}df
kof{t pTk}Off gul/Psf]kf0of]. o; \$]km: j } k j : t'Pj +

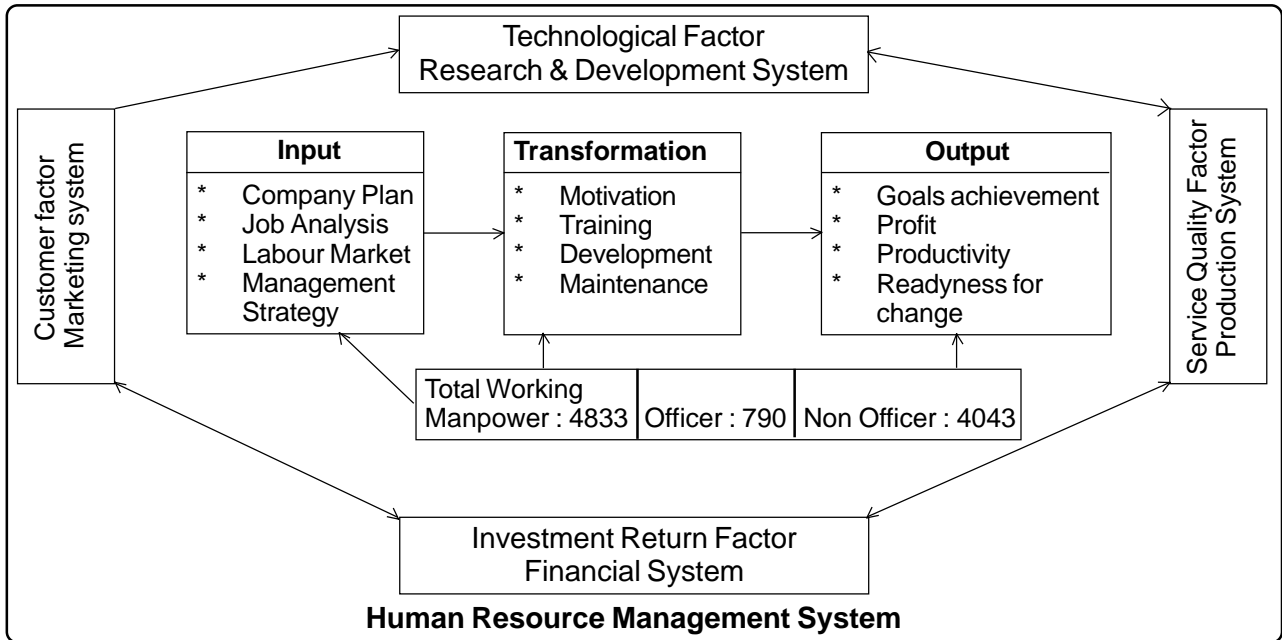
; jf pTkfbgsf lfgdf kOfu ul/g]; DkOf{; fwgx}sf]kOfu]nf0{
; l'd jftfj /Oflo lj ZnifOf (Micro Environmental Scan-
ning) ub}itgix}sf]JoJ : yfkg dfgj lo ; fwgsf]; xl Pj +
kefj sf/L JoJ : yfkgaf6; Dej xg]cj wf/Offnf0}lj Zj el/sf
7hf7hf sDkglx}n]kOfu ub} / lj sl; t ub}nu\$ 5g\
lj z}f u/l hfkfgn] xfi; n u/\$f] cfly\$ pGltsf] dVo
cfwf/ klq Toxl lyof]. ToxfkOfu ul/Psf Itg}hgziQm
JoJ : yfkg sf df}hx} klZrdl dhsx}nufot lj Zj sf
w}b}x}n]clxn]cj ndag ul//x\$ 5g\
sf7df8f}pkTosdf lj =; +! (@ ; fndf @% nf0gsf]
6]hkn} ; jf tIsnlg ; dosf ; lldt kl/jf/x}df kOfof}f
; :yfut } kdf lj =; +@)#@ ; fndf : yfkgf ePsf]gkfn
b/; ~rf/ ; :yf g clxn]cf}gf sl/a ^ xhf/ sd{f/Lx}
; jfldTj / JoJ : yfkg ; /sf/L lgsfoaf6 cnu u/fp}f
sDkglsl} kdf z}w/L ; b:ox}sf]JoJ : yfkgaf6 rnfpg]
u/l gkfn 6]nsdsf] } kdf kl/Of t e0}ghl sDkglx} ; f}
klt:kwf\$ p\$] 5 . sDkglsl]; jf rtf ca ; fwf/Of
; ef (General Meeting) df xg\$ eg}sDkglsl]klt:kwf}n]
ufxsnf0{k}fg ug}gkfn]b/; ~rf/ ; j]nf0}JoJ l:yt /
klt:kwf{agfpg ; jf ; ~rfnssf]cgdlit k}fg ug{cfj Zos
b/; ~rf/; DaGwl glt lgod thOf ug{ b/; ~rf/ ; j]df
cfj Zos lgoGof / ; kl/j }fOf ug{ 5\$}lgsfosf] } kdf
gkfn b/; ~rf/ kflws/Of -: yfkgf @)%\$.!@)_ sf]: yfkgf
tyf b/; ~rf/ Pq, @)%# ; d]sf]JoJ : yf e0; s\$] 5 .
@)^! azfv ! ut}f6 gkfn b/; ~rf/ ; :yf g sDkglf
kl/j tG ePkI5 sDkglf yk rbf}lx} ylkPsf 5g\
b/; ~rf/ ; j]df gkfn b/; ~rf/ sDkglsl]
Psf]wsf/ ; dflk ePsf] 5 . cfwlgs klj lwsf ; j}x}
ufx}x}nf0{k}fg ug{ghl sDkglx} cf}gf ; lldt
sd{f/Lx}sf ; fy l56f\$]l/tf}x}cfslif} ug{lqmfzln
/x\$ 5g\ sd{f/L JoJ : yfkgf l; nl; nfdf gkfn
b/; ~rf/ ; :yf lj lgodfj nl @)%\$ xfn; Dd nfu"/x\$df

*



ca gofF; Jf; ; lj wf Pj z) nlsf]sd{f/l lj lgodfj nlsf] lgdf{f xg' ; fgbles 5 .

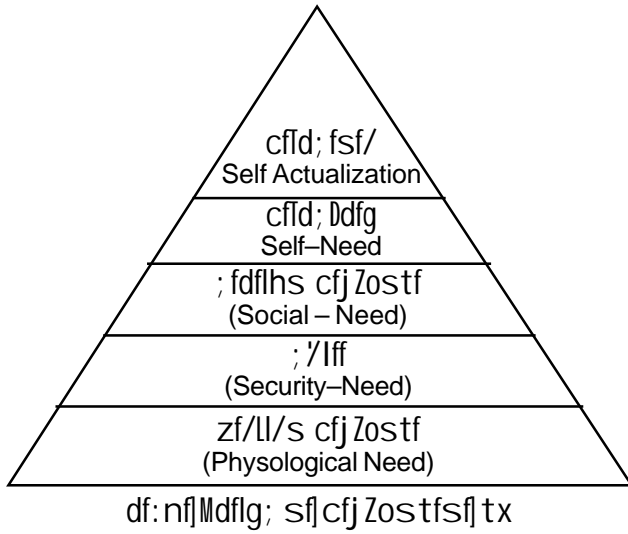
pTk]0ffsf]; j nndf bl3\$fnlg dx{lj /Vbq . sd{f/l nfo{ sfddf cfdan klfjg ug{ sfo{f hj fkn]l / cgzf; gkOf{



sdkgls/Of / sd{f/lj u\$]cj :yf
 gkfn b/; ~rf/ ; :yfgsf] klfj lws Pj +kzf; slo
 ; Dkof{ sfo{f]lx; , ulxsklt sf] ; :yfgsf] Joj xf/ /
 b[6sf]f; ; :yfglesf] sd{f/l Joj :yfkq, sfo{fo
 jftfj/Of, g] [j txnufotsf b]gs ; ~rfngsf
 tf]t/sfx; ; /sf/l kOfnls}; f] z)ldf cfwl/t eP
 klq To; df sfo{t sd{f/lx; sf]7hf]pT; fx / cle;lr
 lj Bdfg ePs}sf/Ofn]ubf]gk]ndf klxnf]; fj flgs ; :yfg
 kof{t gkfn /xbs}cj :ydf sdkgldf kl/Of t xg ; kmn
 ePsf]5 . ; E7gsf]kl/j tQ (Organization Change)
 sf]Pp6f klfn]; w); dyG ug] cl3 a9fpg pT; s xg]/
 To; nfo{cfd; ft ub]hfg]klj]Qsf x65g\ gkfn 6]hsddf
 o:tf sd{f/lx; sf]afxNotf 5 . csf]l ; dx kl/j tQsf]
 ; dyG ug{lxrlsrfg]/ k/fq} sfo{kOfnldf sfd ug{
 z]rfpg]x65g\ To:tf kj]Qsf dgf]fj gf ePsf]z sf
 nflu g)clxn]pTk]0ffsf]vff]b]vG5 . sdkg] e0; s]k]5
 lgZro klq sd{f/l Joj :yfkgsf nflu j] flgs / cfwlgs
 k4ltsf z kdf b08-k/ :sf/ lj lw cfpq]b]vG5 / To; sf]
 dx; ; klq cfdsd{f/lx; n]ul/; s\$]f 5g\

sd{f/l pTk]0ffsf]cj Zostf
 sd{f/lx; sf]tna eQ; ; lj wf j [4af6 dfq]pglx;
 sfo{k]t pTk]v/t x65g\egl JoVof ug{Jofj xfl/s x6g,
 lsgeg] dflg; sf cglu6tl cj Zostfx; Psk]5 csf]
 ub]k]l/De xg]x65 . t; y{Ps k6ssf]dfl]s klf]; fxgn]

agfp]sdkgls]nlo klf]ktdf ; lqno u/fpg' g}cfhsf]
 k]v cj Zostf ag\$]f]5 .



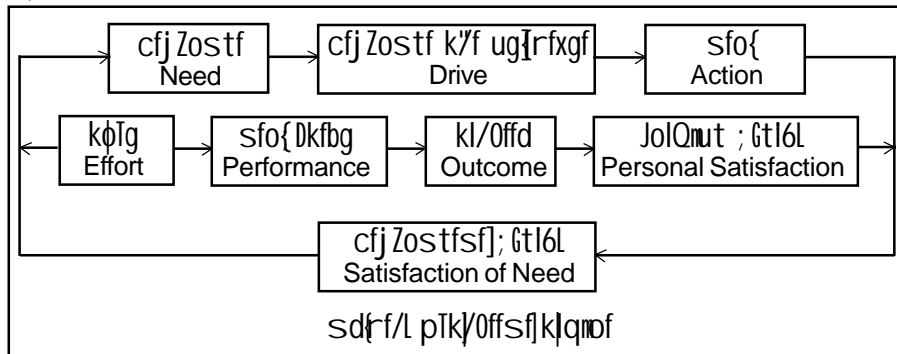
cfw]gs sd{f/l pTk]0ff (Motivation) Joj :yfkgsf]
 l; 4f6tn]sd{f/lx; sf]cj Zostf, sfo{ftfj/Of, sfo{yn,
 tflnd / cledvls/Of j]Q lgo]hfg; ; xelutf, r]gf]lkOf{
 sfo{f]lhDd]f/l cflbnfo{hf\$ lbG5 . lj Zje/ sd{f/l
 pTk]0ffsf nflu eg] w]}; 4f6tx; k]tkfbg; d] ePsf
 5g\ ; E7gsf]k\$[tkR5]sd{f/l pTk]0ffsf legleGg
 pkfox; cj ndag ul/G5 . gkfn 6]hsdleq :yfol-c: yfol
 klfj lws-kzf; lgs, 0lGhlgol/a, Joj :yfkslonufotsf



leGleG; lk / l:ylt ePsf sdff/lx; sfo{t 5g\ o:tf]cj : yfn]ubf[sdff/l pTk]offsf leG leG pkfox; nfo{ hf\$ lbgkg]b]vG5 . lj zif u/l k] fut blftf / g]tj z]lsf lx; fan]g]kn 6]hsdleq dVo b0{juof sdff/lx; nfo{ xg]; lsG5 . k]xnf]j uof Joj : yfks, OlGhgo/, kzf; s, lgoGqsx; nfo{lnOG5 eg]bf] flj uof ; ~rfng txdf k]fM /xg]kzf; g, n]yf, 6]sg; og, ; k/ef0h/, x]k/ cfib kb5g\ k]xnf]j uof sdff/lx; k] fut lx; fan]blf, ljzi6, 1fg ; lk ePsf / g]tj txdf cgej xfl; n u/\$f 5g\ ; fy) pglx; thgf]ds lx; fan]w]t]na ; lj wf k]t ug]xgn] sfoof pTk]t alg/xg lj Qlo pTk]offn] dx]tj /vbg, lsgeg] pglx; cf]g] 1fg; lk / cgej nfo{ cBfj lws agf0/vg] v]h]ldf xG5g\ o; lsl; dsf sdff/lx; nfo{ g]tj ; lDkg] kb]l]tsf cj ; / lbg] sfoof a9L : jfoQtf kb]g ug]lg0f6 k]qnof; xeful agfpg]ugf]cemk]j sf/l 9En]sfo{Dkfbg xg ; Sg]b]vG5 . g]kn 6]hsdleq 7hf] ; wofdf /x\$ sdff/lx; hf]dd; Def/df Jo:t /xg] kzf; g, n]yfnufot blgs ; ~rfngdf sfo{ug]d]l]od ; lk ePsf ; fy)thgf]ds ; kn]sd kfl/>lds ; lj wf pkef] ug]xG5g\ To; \$f/0fn]pglx; n]cf]g]sfoof lglZr]t e0]nufj sf ; fy (Belongingness to work) sfo{Dkfbg ug]hf\$ lbOPsf] k]OPg . cfly\$ cf]db]gl]sf Jo]Qmut pkfox; a9L ; fl]g]xgn]k]fM sd 5f8g] kG5fpg]/ 6fg] k]Qdf nflu/xg]cj : yf obfsbf b]vG5 .

Joj : yfkg ; jo+k]g sdff/lx; sf sfo{Dkfbg k]ffn]sf l; nl; n]df nlrnf] Pj +Jofj xfl/s eP/ ; kl/j]f0f ub] c: yfol k\$[tsf lhDd]f/l sdff/lx; nfo{ ; lDkg]ugf] pglx; cfufdl lbgdf cem]sfk]t pTk]t xg]b]vG5 .
sdff/l pTk]offsf pkfox; pTk]offsf]; sf/ftds klf ePsf]o; nfo{sdff/lj u\$] /fd] s]/sf] ; kdf lnOG5 . Jo]Qmsf] sg]0sf0nfo{ j f cEnfo{dfg x]g Jo]Qmsf]k]/ dgf]j gf g]k]z; xG5 . pTk]offsf]; xof]n]Joj : yfksx; n]; E7gx; df k] fut ; DaGwnfo{ Joj : yt; d] agf] n]hfG5 . sdff/l pTk]off Joj : yfkg]sf nflu dfg]lo ; DklQsf] lj sf; ug]p2]on]sdff/lx; nfo{t]l]sPsf]lg]b]6 sfo{Dkfbg ug]; lfd agfpg]tyf lhDd]f/ kbdf /x\$fx; nfo{cfufdl lbgdf j xg ug]k]g]lhDd]f/l Pj +pQ/b]lo]j (Accountability & Responsibility) ; xl lsl; dn]j xg ug]k]t agfpg]; j r]lnt k]ffn] x]. g]kn 6]hsdn]o; k]ffn] lgdf]sf nflu cfufdl lbgdf ug]; f]Joj : yfkg (Grievance Handling), ; fd]xs ; f]fah] Pj -sdff/l >d P] lgods] k]/lw]eq]6 sdff/lx; nfo{c]s]l]f ub]rg]k]k] sfo{ lDkg]sfoof : jfoQtf kb]g ub]cgzf; g / hj f]k]l ef]gf j]4 ug]; s\$]v08df g]kn 6]hsd lgZro g] ; km]tk] \$ cl3 a9g\$.

sdff/l pTk]offsf pkfox; Mg]kn 6]hsddf-
- sdff/l ; j]-; lj wfnfo{; dof]sh kfg]



- sfo]j efhg ljzi6]s/0f u/l g]tj ; Dkg]
- lg0f6 k]qnof; xeful agfpg] / sfoof : jfoQtf kb]g ug]
- j]Q lj sf; (Career Development) / kb]l]tsf cj ; / kb]g ug]
- sfo{fl]nsf, sfo]j j / 0f / sfo{Dkfbg z]lnfo{ c]s]f] agfpgkg]

To; h]o; lsl; dsf sdff/lx; sf nflu ca g]kn 6]hsdn] lj zif pTk]offsf tl/sfx; df sfo{Dkfbg k]ffn]nfo{c]s]l]f agf]n]hf]g] sfo]j efhg / sfo{fl]nsf : ki6 ug]cj ; /x; kb]g ug]kfl/>lds ; lj wf j]4 ug] klzi6f / j]Q lj sf; sf cj ; /x; kb]g ug]k]g]b]vG5 .

- sdff/lx; df lg0f6 k]qnof l56f\$]l/tf] / cf]w]gs agfpgkg]
- Joj : yfkg]sf]Jofj xfl/s / nlrnf] ; kl/j]f0f]6 sdff/lx; sf] sfo{Dkfbg d]Mof]g ul/gkg] b]vG5 .