
Reddy, Y.R.K.: STRATEGIC APPROACH TO HUMAN RESOURCE MANAGEMENT , Wiley Eastern Limited., New Delhi, 1990 , Page. X+102

In the book under review Dr. Reddy has dealt with the professional aspects of Human Resource Management. The book is of much use for students, professionals, policy makers, bureaucrats and academicians. In the first chapter Dr. Reddy deals with strategic environment. He has given a good account of organisational strategy. The book contains a number of illustrative charts. Dr. Reddy has highlighted the various implications involved in Human Resource Management.

The second chapter deals with Strategic Personnel Planning. The aspects of supply, demand and their matching are illustrated. The third chapter is having the most appropriate title, i.e., "Of Square Pegs and Round-holes". The dynamics of staffing are dealt with in detail in this chapter which contains illustrations along with tables. Of course, Dr. Reddy has leaned towards an idealistic approach. He has also analysed the recent political situation and its implications to Human Resource Management in a realistic manner. The interview situation is analysed properly covering both the conventional and the non-conventional attitudes. Dr. Reddy has advocated for due consideration to the candidate's point of view and to treat the candidate as a civilised human being with a tinge of humanistic approach.

The chapters 3 to 8 where the author deals with the most vital issues are of day-to-day use to the professionals and the policy makers, if not to the bureaucrats and academicians.

In chapter 4, writing about the critical analysis of appraisal and feed back, Dr. Reddy has suggested drastic changes to the present typical appraisal system which is aptly called by Dr. Reddy as "Progress Report of School Children". He has substantiated his plea by the illustrations given. He has also highlighted the importance of counseling and appraisal. He has given a real picture of the feed back system which is prevailing in some of the family managed concerns. He has also pointed out the weak points of the most formal feed back system which is in vogue in many organisations of our country for the past 50 years. Writing about the reactions to feed back/counselling, Dr. Reddy has pointed out an accusing finger at its bearing on the caste, communal or regional outlook. This is an ugly reality found in a number of organisations of our country. Dr. Reddy has also written about the integrated personality which must be developed in the organisations. He has correctly written about the unwarranted bureaucracy which has seeped in over the years. Some of our organisations are simulating the practice followed by Government offices for the past two hundred years or so.

In chapter 5, Dr. Reddy has dealt with dynamics of reward system. He has analysed the reward systems of the Government, public sector and private sector organisations. He has stressed the point regarding "worth of the job". Dr. Reddy has narrated the advantages and disadvantages of the skill based pay system. He has quoted the benefits of the western system and the eastern system. He has also explained the point of view of the trade unions and the workers. He has written about the fringe benefits and has compared its quantum, percentage, etc., to the total pay packet.

In chapter 6, Dr. Reddy has dealt with Strategic Development – Career Plans and Succession Plans – Transfer, Promotions and Organisation Development. Here, he has illustrated some of his important points by a comprehensive chart. This chart is very simple and has given a detailed picture. Dr. Reddy has rightly communicated regarding the time bound promotion and to a certain extent, he has come down heavily on this age old system which needs drastic changes. Dealing with the subject of "Training From Doing More Better to Strategic Effort", Dr. Reddy has clearly brought out the differences between training and development by quoting interesting and simple examples which we come across in our day-to-day life. He has gone to the extent of quoting the comment regarding training the dogs. He has rightly come down heavily on the lecture method which is the oldest and 'easiest'. In doing this, he has shown the radical approach. He has also dealt with the logic attributed to this approach. He has appropriately analysed the training process, training needs, effects, returns on investment, problem solving, etc., While doing this, Dr. Reddy has been more than fair to the bureaucrats attending the training programmes. At one stage, he has quoted the attitude of the IAS officers attending the training programmes in the selected management institutes.

In chapter 8, Dr. Reddy deals with Employee Relations. Here, the author has clearly communicated his message regarding employee relations without any hesitation of whatever kind. Dr. Reddy has frankly pointed out his views with courage and conviction. Writing about the workers participation in management, he has pointed out the type of response shown to the subject of workers participation in management by the managements and the trade unions. Dr. Reddy has also given the statistics regarding the strikes during the period of last three decades. He has substantiated his findings by quoting a study in which management and trade union representatives have given their opinions regarding the programme of workers participation in management. According to Dr. Reddy, both the managements and the trade unions are unhappy about the present system of the workers participation in management. In the study conducted by Dr. Reddy, 60% of the conciliation officers and 62% of the trade union representatives were not happy with the type of workers participation in management which we are continuing in the country for the past 32 years. Writing about trade unions in his own inimitable style, Dr. Reddy has described

regarding "the bids by union leaders to jump from a height and commit suicide, if demands are not conceded".

Writing about ethics, Dr. Reddy has set a fairly high standard for the professionals which is not found in some of the organisations at present but which is a must, if the organisations want to achieve a healthy growth.

The findings of Dr. Reddy raise a number of interesting and difficult questions. The value of the book is enhanced by the varied experience of Dr. Reddy which can be easily grasped by the reader of this book. At one point, Dr. Reddy has also pointed out the impact of politically motivated decisions of the past and its present impact on the Human Resource Management. The analysis of country's developmental performance in various fields is comprehensive and Dr. Reddy's approach is unique due to the thought provoking issues which are narrated in this book.

On the whole, the book is a welcome addition as there are very few books of this type on the subject of Human Resource Management. The writing style is likely to be appreciated by both the students and the professionals. The statistical tables are extremely useful as they are giving a good deal of data for a period extending more than three decades of the immediate past. Dr. Reddy has to be congratulated for the pains taken by him to collect the data given in this book.

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