

SOCIAL WORK PRACTICE IN INDUSTRY



**(Study of Gaps as perceived by Professional
Social Workers between Actual and Ideal Practice)**

**A
THESIS SUBMITTED
TO
THE FACULTY OF SOCIAL WORK
M. S. UNIVERSITY OF BARODA
FOR THE DEGREE OF
Doctor Of Philosophy**

SUMMARY

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PREFACE

Faculty of Social Work, M. S. University of Baroda, established in 1950, has provided education and training to thousand of students and is continuing imparting education and training. Industry is considered an important field of training from the beginning in the faculty. Hundreds of students have joined industry and developed their career in that field. Many of them have reached to the top positions in Industry. Social Workers are absorbed in Welfare, Personnel, Industrial Relation, Human Resource departments of the industrial organizations which are considered to be important departments.

Industrial scenario world over is changing rapidly including India, specially Gujarat as Gujarat is industrially developed state. At such juncture, perception of professionals employed in Industries of Gujarat becomes significant as they can tell the reality they experience in Industrial World. Academicians can strengthen their academic inputs when they get concrete feedback from the field regarding the training they impart.

Knowledge is power. Knowledge develops understanding. Skills are application of knowledge. Social work knowledge and skills form the basis for the social work practice. Knowledge can be acquired through many means. Social work knowledge is acquired during social work training through theory courses. Skills are developed through field work programme and later on are sharpened through use. Are knowledge and skills acquired through the M.S.W. training relevant for practice in rapidly changing Industry? What is the perception of professional social workers regarding this? Is there relationship between perception of respondents and their experience, income, designation?

Values and Attitudes are very important in one's personal and professional life. Values are generally inculcated through socialization and training. They shape the attitude of a person towards life, towards profession thereby influencing person's actions. In the present study attempt is made to

know whether professional social workers cherish social work values as a person and as professional, which social work values create conflict while practicing? What kind of attitude professionals have towards social work profession?

In the present study researcher has made attempt to study perceptions of professional social workers in industry regarding these four pillars of social workers practice with intent to find gaps in practice.

SUMMARY

From the beginning of social work education and professional practice in India, labour welfare and industrial relations was considered as one of the important fields of social work practice. It was not considered as a field of social work practice in America at that time. And therefore the practice of social work in industry is considered as an indigenous development.

The impetus for training of personnel in this field came as a result of enactment of Factories Act 1948. It stated "every factory employing five hundred or more workers should have a labour welfare officer who must be a graduate of an approved institution". This act not only deals with welfare functions, but also substantially covers the increasingly important responsibilities of industrial relations and personnel administration at the factory level.

The opening of tremendous job opportunities for social work graduates in this field attracted the students to this field. In a survey of twenty seven schools of social work in India, Labour welfare and personnel management was found to be the most popular specialization. Nineteen schools listed it as a social work specialization (U.G.C., 1980). In the same survey it was revealed that several institutions offered only labour welfare and one other specialization. This was because of students' interest in the specializations that carry greater salaries and benefits (Desai, M.; 1991). Kulkarni also noted, "Labour welfare and personnel management, alone accounted for a major part of the students intake and largest single percentage of jobs to which they were recruited (Kulkarni, 1993).

The other reason to take up career in this field is, it provides ample scope for upward mobility in career.

A M.S.W. who joins as an assistant welfare officer or a trainee soon moves to the position of Manager, Personnel and Administration, reaching to the positions of vice president, H.R. or President, H.R. No other field of social work provides these kind of opportunities for rapid promotions during their careers. In

the other fields like Medical and Psychiatric social worker, the M.S.W. joins an Medical and/or psychiatric social worker and retires as same.

Knowledge, Values and Skills are used in the social work practice. Knowledge is that part of reality that is confirmable. The knowledge base of the social work is complex, partly borrowed from other disciplines. It explains the functioning of persons and social situation. It also directs the response to need. Values are what is preferred or can be considered as guide for behaviour. Values that concern social work are those of the client, the social worker, the profession, as well as the general cultural and societal values of the situation. These values can conflict with one another in fact, a value system usually has conflicting parts. Social work values contain preferred conceptions of persons, preferred outcomes for persons, and preferred instrumentalities for dealing with persons. The social work code of ethics expresses what ought to be done in professional practice. Skills bring knowledge and values together and convert them into action. Skills must be developed through use over time. Social workers should have a variety of skills for use in practice. Choices are made to which knowledge, values and skills are applied in each practice situation.

Psychology offers explanations of individual's behaviour and relationships with others. Social work has used psychological ideas within two separate frameworks: human growth and development and psychopathology. Social workers need a working understanding of human development to make an assessment of their clients' circumstances. Behavioural psychology has offered models of understanding behaviour and models of change.

Knowledge that helps the practitioner plan appropriate intervention. This covers variety of theory, models and approaches. It also covers methods of social work intervention and process involved in social work intervention.

Practitioners need knowledge for formulating a complex circumstances, experience and context. They should also be familiar with models of social work interventions and the processes involved in intervention. This is the area often referred to as the social work knowledge and it covers variety of theories, models and approaches. All the three aspects viz. theories and their corresponding models, methods of intervention and processes involved in

intervention, are the core of social work's knowledge base. However, well social workers understand a clients situation and experience, if they cannot intervene in an informed and effective way they are of little use.

Knowledge that clarified the practitioners understanding of the legal policy, procedural and organisation context in which their practice takes place.

A working understanding of legislation, policies and procedures is an essential component of the knowledge base of social work. It is also the aspect of social work knowledge that practitioners feel most familiar with, particularly in relation to procedures. They also need to have knowledge of their own agency. This involves a practical knowledge of the agency's structure, how it is managed, and how the individual worker fits within the organization' policies and procedures relevant to the social worker's context; roles and responsibilities relationships to other relevant agencies and their operations, in terms of their structures, policies, procedures, provisions and personnels.

The preamble to the code of ethics of the National Association of Social Worker(NASW) state, "The mission of the Social Work Profession is rooted in a set of core value. These core values embraced by social workers throughout the professions history are the foundation of social work's unique purpose and perspective.

The core values are : 1. Service 2. Social Justice 3. Dignity and Woth of the Person 4. Importance of Human Relations 5. Integrity 6. Competence

Skills is the practice component that brings knowledge and values together and converts them into action.

Datton and Kohil have identified five broad categories of skills. These are Cognitive skills, Administrative skills, Interpersonal skills, Decision making skills, Use and Management of resources.

Social work knowledge values and skills give direction to the practice and if there are gaps in knowledge or values or skills or in all the three, it will have impact on his practice and therefore it is important to understand the gaps perceived by social work practitioners so that efforts can be made to bridge the gaps, through developing appropriate educational programmes.

RESEARCH METHODOLOGY

In previous chapter on Introduction it is seen how social work practice evolved and approaches, model and perspectives of social work developed subsequently leading to social work education and practice in India. Review of Literature gave idea about the concept of Industrial Social Work and Social Work in Industry both in West and in India. This had laid down foundation for the present study which focusses on “Social Work Practice in Industry” wherein perception of professional social workers are studied to find out the gaps in Ideal and Actual practice.

Significance of the Study

Present study is significant from two perspectives i.e. social work, practice and social work education.

Social Work Practice Perspectives

Industry and business setting is considered a secondary setting of practice as main goal of industry and business is profit and common basic objectives are; ensuring reasonable profits to share holders, supplying quality products and services to customers at competitive prices, maintaining a workforce at comparable wages and fulfilling social responsibility which arises out of membership of the community. Social work professionals are experiencing a paradigm shift in their roles and responsibilities. A professional social worker joining as welfare officer has major responsibility of statutory compliances of welfare provisions. Today a professional social worker joining as H.R. executive or management trainee is considered important member of the management team and is expected to know the financial aspects of the business as he is considered as a responsible business partner. As a result his roles and responsibilities have increased. He is considered responsible for creating healthy organizational climate through HR policies and programmes so that the worker is more productive in the organization which can lead to more profit.

Today social work professionals are facing competition from M.B.A.s who are trained to work in business environment. Therefore, social work professionals who are trained to work in any field of social work, not just in industrial field, and are working in business and industry or for them as

consultant need to have insight into what they are practicing. Is their practice relevant in the rapidly changing industrial field which has become more demanding and challenging? The present study is an attempt to answer this question.

Social Work Education Perspectives

Over last 60 years schools of social work in India have grown in number. In recent years the growth of social work schools is faster compared to earlier years. It is true for Gujarat also. The highest number of social work institutes have come up in Maharashtra, a neighbouring state of Gujarat. In many of these schools industry is offered as fields of social work and graduates from these schools take up career in industries for two concrete reasons: Industries offer them excellent career opportunities in Welfare, I.R., P.M., H.R.D. and HRM fields which give them status in society and the jobs offered in industries are very well paid, compared to jobs in other fields of social work. As large number of students are taking up career in this field, it is a moral responsibility of the social work institutes to train students to be competent to work in this field.

Social work educationist have discussed and deliberated from time to time various issues related to social work education. Main focus of deliberations and discussions has been, whether social work education should be generic or specialized? Is American model of social work education appropriate in Indian conditions? It is very strongly felt that there is need to develop indigenous teaching material. The educators are trying to develop indigenous teaching material. There are few attempts to know whether education imparted in the social work schools is relevant to the practice.

Assessing relevance and utility of training is very important as it gives insight to the educators where the education stands. It tells them whether they should continue with the same content of the training or it needs to be modified or what needs to be modified, what needs to be added. The present study is one step in that direction.

Goal of the Study

The major goal of present study is to understand the perception of professional social workers employed in industries about relevance and utility

of knowledge, values, skills and attitude acquired during their M.S.W. training in individual setting, so that gaps in knowledge, values and skills can be identified.

Objectives of Study

1. To study the profile of social workers employed in industries in Gujarat.
2. To explore the relevance of social work knowledge while providing direct services, administrative services and supervisory services in Industry.
3. To examine relevance of social work skills developed during M.S.W. training.
4. To probe skills required for providing direct, administrative and supervisory services in Industrial set up.
5. To study the social work values cherished by professional social workers in industry.
6. To examine the value conflict faced by professional social workers while providing the services in industry.
7. To study the attitudes of professional social workers working in industry towards social work profession.
8. To find out relationship between perception of professional social workers and their experience, income, gender, type of organization and type of industry.

Operational Definitions of the terms used in the study

- **Social Work Practice:**

An art of application of social work knowledge, skills, values and attitude.

- **Social Work Knowledge:**

Social work knowledge imparted in social work schools through background, method and field courses which include following subjects

- ◆ Human Development and Psycho pathology
- ◆ Man and Society
- ◆ Philosophy of Social Work
- ◆ Social Case Work
- ◆ Social Group Work
- ◆ Community Organization
- ◆ Social Work Research
- ◆ Social Welfare Administration
- ◆ Labour Welfare and Industrial Relations

- **Social Work Skills:**

Social work skills developed during M.S.W. training through field work practice viz. Communication, Human Relations, Planning, Organizing, Counselling etc..

- **Social Work Values:**

Values which are considered core values of the social work profession as recommended by National Association of Social Workers (NASW).

- **Actual Practice:**

Providing direct, supervisory and administrative services.

- **Ideal Practice:**

Practice wherein social work knowledge, skills and values form the base while providing services.

- **Professional Social Workers:**

Social workers who have obtained degree in social work from Faculty of Social Work, M. S. University of Baroda and are practicing in industrial field.

- **Industry:**

Industries located in Gujarat.

- **Gaps:**

The difference between Ideal and Actual Practice

Research Design

The study is diagnostic and descriptive in nature wherein researcher has attempted to find out the gaps in knowledge, skills and values required in industry on the basis of perception of social workers working in industry. An attempt is also made to find out the attitudes of social workers working in Industry towards the profession they practice.

Hypothesis

1. Experience and Perception of knowledge relevance will have high association.
2. Experience and utilization of skills will be positively correlated.
3. Value conflict and income will not have any association.
4. Higher the experience, positive will be attitude.

Universe and Sample

Universe for the study consisted of all social workers who graduated from Faculty of Social Work, M.S.University of Baroda and are working in industries in Gujarat for minimum 2 years.

Sample for the study was drawn using snow ball sampling, a non-probability sampling method. Initially the list of registered social work graduates was used to contact and through them other graduates were contacted. The sample size is of 120 respondents.

Pre-testing

The questionnaire was administered personally by the researcher for pre-testing to 5 social workers having experience of working in Industry from 2 to 20 years. The questions were reframed keeping in mind the difficulties faced by the respondents while responding. Few questions were omitted in which respondents were not willing to give information or where there was possibility of getting incorrect information.

Reference Period

The data for this study were collected from May 2000 to November 2000.

Method of Data Collection

The data were collected using structured questionnaire. Questionnaire was given to each respondent, explained well and then were asked to fill up. More than 300 social workers working in Industry were given the questionnaire, out of that 120 social workers responded.

Tool of Data Collection

A structured questionnaire was used for collecting data which included five sections. Two types of methods were used for construction of questionnaire.

1. Likert Scale was developed for measuring responses on five point scale. The standardized response categories such as strongly agree, agree, neutral, disagree and strongly disagree were used.

This was used for measuring knowledge and attitude of the respondents.

2. Checklist method was used for skills and values

First section:

First section included background variables. It included information on age, gender, education, experience, designation, income, name of organization, type of organization and type of industry where they work.

Second section:

The statements related to knowledge were formed on the basis of courses taught in Faculty of Social Work, M.S.University of Baroda. Three types of courses were covered which are as under :

- i) Background courses - Man and society, Human development and Psychopathology and Social problems.
- ii) Method courses - Social case work, Social group work, Community organization, Social welfare administration and Social work research.
- iii) Field courses - Labour Welfare and Industrial Relation.

Third section:

In third section questions related to skills were asked. A checklist of the skills utilized in industry was prepared and given in the beginning of the section and respondents were asked to record their responses using the checklist. It included all close ended questions.

The checklist of the skills utilized was prepared using free listing technique. 5 professional social workers having more than 20 years of experience in industry were asked to list down the skills they used. The check list included cognitive skills, administrative skills, interpersonal skills, decision making skills and skills in use and management of resources.

Fourth section:

Fourth section was on values. 6 core values given by NASW were listed down. Questions were to be responded using this list. This section contained close ended as well as open ended questions.

The six core values are as under :

Value I : Service

Social worker's primary goal is to help people in need and to address social problems.

Value II : Social Justice

Social workers challenge social injustice.

Value III : Dignity and Worth of the Person

Social workers respect the inherent dignity and worth of the person.

Value IV : Importance of Relationships

Social workers recognize the central importance of human relationships.

Value V : Integrity

Social workers behave in a trustworthy manner.

Value VI : Competence

Social workers practice within their areas of competence and develop and enhance their professional expertise.

Fifth section:

Statements were formed to measure attitude on 5 point scale. It included statements on:

1. Attitude towards Training
2. Attitude towards Professional Self
3. Attitude towards Job
4. Attitude toward Social Work Interventions

Data Analysis

The entire data were pre-coded except open-ended questions in section four on values and statistically analysed with the help of computer.

The statistical analysis used were as under:

1. Percentage analysis
2. Chi-square test
3. T-test

Data were presented in tabular forms using single, bivariate tables.

Presentation of the Report

Report is presented in following form.

Chapter : 1

Introduction: Evolution social work practice, definitions, Approaches and Perspectives, Social worker practice in industry in western context and Indian context. Industry as one of the fields of social work practice.

Chapter : 2

Review of Literature : It includes review from books, articles and studies related to social work in Industry

Chapter : 3

Research Methodology and Research Setting: Significance, Objectives, Research Design, Universe and Sample, Tools of Data Collection, Chapterization; Industries in Gujarat.

Chapter : 4

Data Analysis and Interpretation: Relevance of Knowledge and Skills.

Chapter : 5

Data Analysis and Interpretation: Social Work Values and Attitude towards Social Work Profession.

Chapter : 6

Finding, Conclusion, Suggestions, Implications and Plan of action.

CONCLUSIONS, SUGGESTIONS, IMPLICATION AND ACTION PLAN

CONCLUSIONS:

Section-I: Profile of respondents

Majority of respondents are in young age group having experience upto 10 years. During the last ten years rapid changes have taken place in industry with reference to role and responsibilities of professional social workers. This decade has shown direction for future development in Industry. Therefore perception of the young professional social workers becomes important to understand.

Section-II: Relevance of Social Work Knowledge in Industry

- It can be concluded that there is no gap in ideal and actual practice with reference to knowledge of background courses as majority of respondents could perceive the relevance of knowledge of Human Development and Human Behaviour as well as knowledge of Society and Social Problems which is imparted through background courses. It means that majority of

respondents could apply the knowledge they had acquired through these courses while providing all type of services, i.e. services related to H.R., P&A, I.R., and Welfare as well as Supervisory and Administrative services.

- There is no gap in ideal and actual practice with reference to knowledge of main method courses as majority of respondents perceived that the knowledge of working with individual, groups and communities is relevant. It means that they could apply this knowledge while providing services related to H.R., P&A, I.R., and Welfare as well as supervisory services and administrative services.

With reference to supportive method courses like Social Work Research and Social Welfare Administration, though majority of respondents could perceive their relevance while providing the services in industry almost 1/4th of the respondents perceived that this knowledge is not relevant and almost similar number of respondents could not perceive whether the knowledge is relevant or not.

Therefore, it can also be concluded that main method courses have more applicability in industry compared to supportive method courses.

- Majority of respondents could perceive relevance of knowledge of Labour Legislations which means they could apply this knowledge in industry. Hence it can be concluded that there is no gap in ideal and actual practice with reference to Labour Legislations.

Section-III: Relevance of Social Work Skills in Industry

- Majority of the respondents perceived that field work during M.S.W. training helped them to acquire skills of Human relations, Communication and Counselling which were found to be most relevant for providing **Direct services**, i.e. H.R., P&A, I.R., and Welfare services in Industry.

In addition to Communication and Human Relation skills, Leadership was perceived to be most relevant for providing **Supervisory services**. Skills of Planning, Organizing and Communication were perceived to be most relevant for providing **Administrative services**.

It means that skills of Human relations, Communications, Counselling, Leadership, Planning and Organizing are most applicable in Industry.

Majority of respondents perceived that they acquired these skills to a great extent during their M.S.W. training through field work.

Hence, it can be concluded that there is no gap in actual and ideal practice with reference to social work skills.

Section-IV: Values for Social Work Practice in Industry

- Of the six core values of social work profession, dignity of person is cherished both as an individual person and as a professional and perceived to be leading to efficient job performance but perceived to be not much expected in Industry and also creating conflict while providing the services in Industry.

Hence it can be concluded that there is a gap in actual and ideal practice with reference to value of dignity and worth of a person.

- Integrity is another value which is cherished most as an individual and as a professional, perceived to be leading to efficient job performance and is also expected in industry, creating less conflicts while providing the direct, supervisory and administrative services.

Hence it can be concluded that there is no gap in ideal and actual practice with reference to value of integrity.

- Social Justice is the least cherished value as an individual perceived by least number of respondents to be leading to efficient job performance and the least expected in industry, perceived by majority of respondents to be creating conflicts while providing direct H.R., P&A, I.R. and Welfare services, as well as while providing supervisory and administrative services.

Hence, it can be concluded that there is lot of gap in actual and ideal practice with reference to value of social justice.

- Service is the value cherished most as professional social worker perceived by less number of respondents to be leading to efficient job performance, is expected in industry and perceived by majority of respondents to be creating conflict while providing direct H.R., P&A, I.R. and Welfare services as well as while providing supervisory and administrative services.

Hence, it can be concluded that there is gap in actual and ideal practice with reference to value of service.

- Competence is very much expected in industry and is also perceived to be leading to efficient job performance in the industry and perceived by least number of respondents to be creating conflict while providing direct H.R., P&A, I.R. and Welfare as well as supervisory and administrative services in industry.

Hence, it can be concluded that there is no gap in ideal and actual practice with reference to value of competence.

Section-V: Attitude towards Professional Social Work

- Majority of respondents showed positive attitude towards training professional self and towards their job. Where as majority of respondents had negative attitude towards social work interventions in industry.

IMPLICATIONS:

For Social Work Professionals:

Industrial scenario of India is changing very rapidly during the last decade due to liberalization, privatization and globalisation. Industries in Gujarat are no exception to it. Small organizations have disappeared from the scene or are taken over by bigger organizations. Acquisitions and mergers have become a common phenomenon in corporate world. Service sector industries like banking, hospitality and information technology are developing where as manufacturing industries are struggling for survival. Down sizing and right sizing have become common strategies for cost-effectiveness. Technological advancements specially in Information Technology sector has brought about tremendous changes in functioning of personnels. "Speed" is the key word.

The advancement and rapid changes have been throwing newer challenges to professional social workers who are holding positions as Human Resource personnels in Industries. Value addition and multi-skilling are the demands of present time. To survive and progress in this highly demanding and rapidly changing corporate world, to have competitive edge, professional social workers who are already there in the field and those who are aspiring to enter

the field will have to equip themselves with newer knowledge, appropriate skills, set of values and attitude.

For Social Work Education:

The knowledge acquired from background courses such as Human Development and Psycho Pathology, Man and Society, and Philosophy of Social Work have been utilized adequately in Industry by professional social workers. Despite quite indirect and supportive content, these courses have been of great use. It confirms the utility of the background courses while practicing in Industry. To reinforce the significance of background courses further, it would be quite timely that new background courses which could develop better insight into the industrial environment, and organizational dynamics could be introduced.

Knowledge derived from the method courses has universal application which is confirmed through the present study. The main method courses such as social case work, social group work and community organization develop very sound understanding of working with people at individual, group and community level. The content of the courses specially the principles of social work have universal applicability and hence it can be practiced in all fields of social work including industry. The findings of the study confirm it further as these method courses are utilized well by professional social workers in Industry. It establishes the importance of method courses beyond doubt, but the negative attitude revealed by the professional social workers towards social work interventions in industry indicates the need for the additional method courses specially structured keeping in mind needs of the industry.

The course in O.D. Interventions could further strengthen knowledge related to intervention strategies in industrial field and would be an appropriate addition in method courses.

Social work research and social welfare administration are supportive method courses. The study revealed doubts about the utility of these courses in industrial field. Social work research as taught presently in social work schools is a quite lengthy process and which proceeds with slow pace probably is not in tune with the demands of the time i.e. quick results, working with speed etc.

Hence, it established very strongly the need for a course related to computer application in industry, which can give very quick result thereby enhancing its utility. An introduction of H.R.I.S. (Human Resource Information Systems) Course could further help to bridge the gap.

As far as field courses are concerned these courses related to Labour legislations, Industrial relations and Personnel management could be updated with new content as per the need of the hour. Field courses are generally updated from time to time but the constraints of time allotted to these courses restricts inclusion of new concepts developing in the field. This could be taken care through other teaching and learning methods like encouraging students for participation in seminars, workshops, conferences etc. where students get information, about latest developments in field.

Social work skills are developed to a great extent through very closely supervised field work. Establishing relationship at individual, group and community level, helping, intervening, programme planning, organizing and evaluating skills are major social work skills. These skills are utilized completely in industrial set up. Therefore that should be reinforced through field work. Other skills like Cost-orientation, Auditing, Time management, Public relations, Delegation etc. are also expected in present industrial set up. Therefore field work could be designed in such a way that students get sufficient opportunities to develop and practice these skills.

Communication stands out to be highly utilized skill by the professional social workers. Now a days communication has developed so much and its importance is established beyond doubt. To have mastery over communication, it could be introduced as a separate course in social work syllabus so that a comprehensive understanding about communication develops. The skill can be developed by encouraging students to make presentations whenever possible. A very carefully structured training could be organized where students get opportunities for interaction with the professionals at all levels.

Field work plays very significant role in inculcating the professional values and thereby developing professional attitude and shaping behaviour of the students. The findings of the present study indicate utility of core social work

values viz. integrity and competence to a great extent in industrial set up. But utility of very important social work value viz., social justice and service is doubtful in present industrial set up. Values generally create conflict and very conscious efforts are required to handle these conflicts so that there is clarity about what is to be done in a given situation as your conviction in professional values will shape your actions. Supervision during field work has lot of scope for value clarification.

SUGGESTIONS:

Part I - For Social Work Professionals:

- There should be more interaction between industry and educational institutes imparting social work education which could be mutually benefiting.
- Professional social workers should give feedback regarding relevance and utility of their education not only in the industrial field but also in other fields of social work where they are practicing social work.
- The gaps observed in practice should be discussed by the practitioners and appropriate measures should be taken to bridge these gaps.

Part II - For Social Work Education:

- In the schools of work where Generic Social Work training is imparted background courses, method courses and field courses could be reinforced further by introducing additional background and method courses.
- Courses like Industrial Sociology, Managerial Economics, Organizational Behaviour and Foundations of Human Resources could be introduced as additional background courses.

O.D. Interventions and Human Resource Information System could be introduced as additional method courses.

Field courses could be revised and updated from time to time. Course on Communication could be introduced as an additional course.

- In field work, along with skill development more attention could be given to value clarification thereby laying strong foundation for social work practice.

- Research projects work should be made faster. The whole research process could be completed within one term/semester, instead of spreading it over to 2 to 3 terms/semester.
- Students should be encouraged to take up need based research projects to understand the field requirements.
- The present study is conducted in Gujarat, more such studies in other parts of the country could be conducted and results can be compared.
- Comparative studies of schools offering specialized courses in I.R. & P.M. or H.R. and Generic courses could give more insight into the gaps existing in practice and education.
- National level survey of social work graduates working in Industrial field could be conducted to know about status of social work professionals in Industrial field.
- Social work educators should intensify their interaction with H.R. Heads and Policy makers from top industries to understand their requirements in H.R. and their expectations from the social work professionals.
- Researcher very strongly feels that it is high time to consolidate efforts made by social work schools to strengthen social work practice in Industry and therefore suggests that all the schools should work out together uniform pattern of education and training for the professionals aspiring to take up career in industry in fields of Welfare, Industrial Relations, Personnel Management, Human Resources Development or Human Resource Management.

ACTION PLAN :

Model of Social Work Education and Practice in Industry

