

OUTLINE OF PROPOSED RESEARCH WORK

1. **Name of Scholar:** (In English):

(In Hindi) :

2. **Title of the Research** (In English) : *A CRITICAL STUDY OF APPLICABILITY OF*

MANAGEMENT CONCEPTS IN RESETTLEMENT

ISSUES OF EX-SERVICEMEN

(In Hindi): पूर्व सैनिकों के पुनर्निवास के समस्या में प्रबंधकीय

अवधारणाओं का समीक्षात्मक अध्ययन

3. **Location** :

4. **Importance/Rationale of proposed Investigation:**

People from all over the country join the defence services voluntarily, get happily amalgamated into a potent force by virtue of hard training and wholeheartedly identify with the organization. In fact the services truly represent a unique embodiment of national integrity and unity in diversity. There is no distinction on the basis of caste, creed, religion or linguistic background. Performance remains the main goal and the credit goes to the impartial and effective system of training, ethics and ethos of the services. Sincerity, loyalty, dedication, camaraderie and true regimental spirit are some of the hallmarks that keep the ‘forces’ ticking. Since the nature of the job is arduous and risk-prone, it is imperative to maintain a youthful profile of the organization. Thus, most of the Armed Forces personnel retire early, an approximate figure of 60,000 nearly every year, unlike their Government counterparts who remain holding their posts till 60 years of age. Once a serviceman is out of the organizational umbrella, life begins afresh towards resettlement and re-habilitation. It is not an easy task since most of the time a serviceman remains away from the mainstream of the nation while in service. The prevalent culture and ethos outside is rather different, and diagonally at a variance, from

what exists in the Forces. Hence, an acute need is felt for social and financial supports to enable him adjust to the civilian way of life.

The Ex-servicemen (ESM) as a social category are of a very recent origin. The historical evidences suggest that in ancient and medieval periods a person used to be a soldier for life. Ex-servicemen in a broad sense, currently refer to all those who served in any of the three armed forces of the Indian defence for any length of time and continue to live at any given point of time. Though an Ex-serviceman (ESM) is retired personnel he truly does not fall into that bracket because he is still young and fit with sterling qualities of loyalty, discipline and professionalism. Many are not aware that even an ordinary soldier is an expert in some field or the other. From handling of sophisticated weapon and equipment, he is well versed in the art of warfare. Some have good exposure of fighting in different terrains ranging from high altitude to jungle, desert, riverine terrain or a built-up area. Hence, such exposures make him a quick learner with a high degree of adaptability. Unfortunately, this experience no matter how rich it may be is not of much use after he "hangs his boot". And here lies the problem as to what should an ESM do for smooth transition to the civilian way of life and ensure a gainful employment, because he still has numerous domestic responsibilities to shoulder. While many initiatives have been taken by Central/State govt. and the Armed Forces themselves, it falls woefully short of the expectation. The Govt has initiated many resettlement programs, quotas and programmes for the ESM but real concerted efforts for marketing the same and mere policies on paper doesn't entail the ESM's of their benefits.

The Defence forces as a part of organized sector are facing a shortage of officers and PBOR. There is, thus, a need to make the fighting services more attractive. One measure to make the services more attractive is to ensure the resettlement of servicemen on retirement. Good human resource management demands immediate action to assist those retiring in a smooth transition to the next phase of their life. A satisfied retired soldier will be the best advertisement, particularly in rural areas, for motivating the youth to join the Armed forces. Therefore, it becomes important to look into the mechanism for resettlement management, social security and welfare policies for them.

Twenty years service in defence forces enables me to understand the issues of ex-servicemen and the resettlement in second career is of utmost priority not only to them but to

their families as well. Hailing from a defence family background too helps in understanding the problems in the broader sense. The research work done on ex-servicemen in recent times seems to be scarce and the proper absorption of them in organisations and utilization of their full capabilities needs to be highlighted to the state as well as to potential employers in general. The enormous potentialities in the ex-servicemen need to be explored to the fullest.

5. Scope of the proposed study:

ESM is a large community and their problems and difficulties need to be acknowledged by the Government and management. ESM's have given their youth for the nation and sometimes blood for the integrity of the nation. ESM's and their families deserve more. When they leave the service they are not well versed to the civil life and this makes them vulnerable to be cheated and used by nefarious social elements. This sometimes leads to the ESM taking up arms and becoming anti-social elements to the society. This is a great endangerment to the society as a whole. Their problems are peculiar and a systematic approach should be initiated by the Government and management to redress their resettlement problems.

This study is expected to enable the Govt. to earmark more fund in the budget to market the great potentialities of the ESM through Mass media. The schemes and programmes should be helpful to the ESM and needs to be known to the ESM's first, the service providers, employers and the general public. The study would enable to suggest an effective and systematic three tier system of communication flow like in defence we have HQ, command level and unit level communication flow, like wise for ESM there should be for Kendriya Sainik Board, state level sainik board and Zila sainik boards.

The scope of the study would also enable and study that ESM's should become politically active or organize themselves in order to get their rights and benefits as they are apolitical during their service days and the large community they fall in can be a major vote bank and their rights if served diligently will give a major vote share needs to be appraised to the political parties. Also qualification based quota should also be extended in Group B jobs for ESM so that their morale and managerial skills at the middle level should be fully explored.

6. Review of work already done on the subject:

In India, following studies are carried out on the need of resettlement problems faced by Defence personnel in civil life and need for the resettlement of retired Defence personnel –

Singh, M.K. (1985) examined the nature of the problems in resettlement of retired army officers. The author argued resettlement is not only the responsibility and worry of the Defence authorities themselves but also that of the society and the nation as a whole. Since compulsory early retirement is made in the interest of service, to keep the armed forces young and active. The facilities created for resettlement so far, are found to be inadequate. It advocated the working of existing resettlement agencies – government as well as voluntary, working towards resettlement, should be consciously activated and improved so that the retired personnel can achieve maximum benefit.

Kishore, Satyendra (1991) analyzed the need for resettlement of ESM. The study is based on the premises of greater supply of manpower in every sector of the economy in comparison to the existing employment opportunities. Neither the village nor urban / industrial system ensures any readymade job opportunity. Therefore, resettlement of ex-servicemen requires special effort by the State and Ministry of Defence to help the ESM resettle in their post-retirement life. It refers to making adequate arrangements for their re-employment or self-employment by various means and ensuring their smooth placement in the civilian occupational system.

Datta, Rakesh (1992), studied the problems of ESM in the border districts of Punjab. It brought the attention that 90 percent of ESM are not properly resettled and most of them even lack basic amenities with little chances of any lateral induction. The study points out that there is no uniform policy on reservation of ESM in States and in the Centre as the percentage varies from 1 to 18 percent.

Kunju. N (1998), studied the problems of ESM with the perspective of delay in the implementation of ‘one rank and one pension’ and retirement in the young age and unemployment problem after the retirement. It suggested reassessing the working of ESM resettlement machinery of the government namely, DGR and Sainik Boards.

Parmar, Leena (1999) carried a study on resettlement of ESM of Rajasthan and the socialisation problems faced by them within society as well as at family level. It reveals that ESM need special treatment by the army and the State. Their problems are very different than other retired persons due to early retirement, special training, disciplined life and a secular outlook. If their problems are not attended in time, then the youth of this country would shy away from joining the armed forces which the country cannot afford today.

Kapoor, S.B. L (2002), studied the preparation of ESM for retirement and post-retirement possibilities. It suggested that the DGR needs to be totally revamped and made effective. The ESM can be resettled through setting up Disaster Relief Organisation, opening up of Veterans Hospital, Polyclinics, formation of Ex-servicemen Industrial Development Corporations, Transport Corporations, Co-operatives, Construction corporations, Security Agencies, Ecological TA Battalions.

Nilsson Anders (2005) studied to investigate what theories there are that explain when reintegration tends to be successful, and seek to make reintegration efforts more effective by taking existing theoretical knowledge into consideration and learning from practical experiences. He stated that reintegration is a highly political process and failing to realize this may result in certain categories or groups of ex-combatants being discriminated against, creating severe tensions in the post-conflict period. The study suggested that there is the need to find peacetime *substitutes* for the benefits of war, the need to heal the wounds of war, and the need to deal with *contextual factors* that make reintegration more difficult. Based on practical and albeit limited theoretical knowledge, more concrete recommendations have been made for how donors can support different reintegration processes in post-conflict societies. The following recommendations were presented. Whilst the research sample is small in terms of numbers of study participants, its indications point toward an increasing need to consider wider post-discharge resettlement provision. Further longitudinal resettlement research is required with the findings made available to key practitioners.

Bisht, D.S. (2008), suggested to remove the control of various authorities at Service Headquarters, Central Governments, State Governments and District Headquarters which has

resulted in multiple various schemes on the one hand and very high overhead expenditure on the other, yet they are unable to deliver the benefits of various schemes to the entitled soldiers, ESM, war widows, disabled and their dependents. The neglect of grievances of PBOR and the job insecurity for PBOR after retirement has been a serious problem that has been affecting the morale of soldiers.

A very few studies exist on the welfare aspects of ESM. Mahajan, R.N. (2001) brought attention about the problems and denied advantages to ESM. It argues that socio-economic changes and changes in family norms dictate a different approach to the problems of welfare and resettlement of ESM in comparison to the problems in 1947 when the size of armed forces was much smaller. It recommended that necessary legislation and re-organisation of the present DGR as a full-fledged department of Ministry of Defence under a separate Secretary and similar departments in the States to be enacted. The constitution should be amended to provide a 10 per cent reservation for ESM within the 50 per cent limit of reservations.

Lt. Col B. K. Saxena (2010) suggested that there is a need to provide ESM ample opportunities to get a fulltime career after their retirement by way of Lateral Absorption in Paramilitary forces like Border Security Force (BSF), Central Reserve Police etc. absorption in industry , government employment, army housing or other projects including providing on the job training to PBORs. He commented upon restructuring of director general resettlement. The main reasons for its ineffectiveness are the bureaucratic control of the Ministry of Defence over it. He commented upon Lateral absorption of PBOR's into paramilitary and introduction of National service for Defence. He emphasized upon introduction of national resettlement act as per the recommendations of a high power committee of 1984 whose chairman was KP Singh Deo, the then Minister of State for Defence , in charge of personnel matters of the Defence Services. Salient features of the recommendations of the committee were:-

- (i) The legislative requirements are the need for National ex- Servicemen Resettlement Act.
- (ii) This could be similar act as it exists in US.
- (iii) A Parliamentary Committee should oversee the implementation of various schemes and facilities for ex-Servicemen;

(iv) The establishment of an Ex-Servicemen Commission on the lines of Scheduled Castes and scheduled Tribes Commission. Without adequate legislation, these problems of ex-Servicemen are not likely to be solved.

Timothy G. Black and Chiara Papile (2010) in an article Making It on Civvy Street: An Online Survey of Canadian Veterans in Transition discussed the transition from military to civilian life including both after the transition and in later years. The article presents the results of a non-governmental study of Canadian veterans in transition. The results offer interesting information regarding the difficulties this select group undergoes after ending their employment with the military. A large number of veterans feel they have settled but there is a large number which feel otherwise. Problems disclosed were related to friendships, health, family and alcohol and all were reported to have occurred more heavily in the months and years following the release. Thus the results of the study was worthy of consideration. The main contributors to a successful transition were reported to be finding satisfying work, stable mental health, family and relation with spouse. These four factors should thus be considered as a focus for individuals exiting the military and for counselors who work toward providing assistance to these individuals.

ILO in its guidelines (2010) for socio-economic reintegration of ex-combatants embraced that providing jobs to individual ex-combatants is not enough to stabilize reintegration processes in conflict –affected societies. It requires a much wider array of policies to create an enabling environment for reemployment. A committed private sector is a key partner which creates labour markets and absorbs job seekers. What reintegrates an ex-combatant into civilian life is not any kind of employment, but rather, productive employment with freedom, equity, security and human dignity that transforms combatant into a civilian.

Kevin James Flint (2012) researched in depth on Ex-service personnel of UK and studied on all major topics of their resettlement. This study has demonstrated that life after service is the period when considerable identity changes occur, or at least where the issues become visible for the first time, and thus this is perhaps where some of the resources could be better directed. He stated that more work is required before a concrete assumption can be made, but at the very least the lens of identity, now used for the first time in this setting, has provided a fresh perspective on service transitions and where change happens. This is not to suggest that prior planning or

preparation for leaving the service. The Army expects its incumbents to be inculcated with its durable dispositions and this insistence becomes apparent at service departure. The key conclusions made by the study were that Ex-service personnel have to adjust and modify their identity to fit to the new civilian environment. The adjustment can be painful, emancipating and it can be sudden to the individual. Stress and risk at the point of service departure has been normalized. Greater visibility of the civilian world is essential in order to make the best career choices and thus, the better use of public money. Some military jobs have greater transferability than others do, therefore, some military career functions need greater transitional assistance than others. A predictability matrix would assist practitioners' and service leavers assessment of the resettlement spectrum, pictorially defining how easy or difficult the transition may be for the individual.

In recent studies Maharajan Kari and Dr. Bhagavatheswaran Subramani (2014a) in the research journal of social science and management bought attention about the problems and denied advantages to ESM. It argues that socio-economic changes and changes in family norms dictate a different approach to the problems of welfare and resettlement of ESM in comparison to the problems in 1947 when the size of armed forces was much smaller. It recommended that necessary legislation and re-organisation of the present DGR as a full-fledged department of Ministry of Defence under a separate Secretary and similar departments in the States to be enacted. The constitution should be amended to provide a 10 per cent reservation for ESM within the 50 per cent limit of reservations.

Maharajan Kari and Dr. Bhagavatheswaran Subramani (2014b) stated that Ex-servicemen in India face a strange situation when they seek a second career in the civil job market. On one hand, ex-servicemen are too experienced and matured to seek entry level jobs. On the other hand, ex-servicemen find it difficult to equate their defence service experience with the requirements of middle and senior level jobs. Therefore, social marketing needs to be initiated emphasizing the versatile experiences of ex-servicemen to ensure awareness and acceptability by stakeholders. Moreover, only 18% ex-servicemen obtained assistance in resettlement from governments and other agencies, whereas the majority (82%) did not receive any assistance. The problem of insignificant avenues in resettlement of ex-servicemen needs to be tackled from both ends. On the part of the institutions, need to outreach the ex-servicemen and their families cannot be over

emphasized. Modernizing the resettlement infrastructure will help veterans to overcome their reluctance to seek assistance. On the other hand, ex-servicemen are required to educate themselves about the facilities and avenues available to them towards resettlement. Only a mutual approach, including both top down and bottom up strategies, will pay the way for better and broader avenues for resettlement of ex-servicemen. Encouraging the ex-servicemen towards entrepreneurship is a viable alternative.

7. Research gaps identified in the proposed field of investigation:

International Status–

This section looks into the social security and resettlement mechanism of retired Defence personnel (also known as veterans) in the countries like, Canada, New Zealand, Australia, United Kingdom and United States of America. An examination of the different kinds of resettlement management in other countries is essential for this study.

CANADA

The issues of resettlement and welfare are administered by the Department of Veterans Affairs which reports to the Minister of Veterans Affairs. The Department of Veterans Affairs is made up of three branches (Veterans Services Branch, Corporate Services Branch and the Public Programs and Communications Branch); and three divisions (Bureau of Pensions Advocates, Audit and Evaluation, Policy and Planning and Liaison). The Veterans Services Branch is responsible for delivering pensions and health care, and for providing social and economic support to Veterans and qualified civilians in all regions of Canada. Corporate service branch is responsible for ensuring the effective use and protection of the financial portfolio, human, material and information technology resources; administering property agreements with participating Veterans and assisting Veterans settled under the Veterans' Land Act. Public Programs And Communications Branch is responsible for providing and spreading information about the achievements and sacrifices of Canadian Veterans. It also provides information about the services and programs of the department, program and policy changes and new initiatives for Veterans.

AUSTRALIA –

The Australian Government serves the needs of the Veteran and Defence force communities through a number of bodies that make up the Veterans' Affairs portfolio. The Department of Veterans' Affairs (DVA) is the primary service delivery agency responsible for developing and implementing programs that assist the veteran and Defence force communities. It provides administrative support to the Repatriation Commission and the Military Rehabilitation and Compensation Commission and is responsible for advising the commissions on policies and programs for beneficiaries and administering these policies and programs. DVA also administers legislation such as the Defence Service Homes Act 1918 and the War Graves Act 1980, and conducts commemorative programs to acknowledge the service and sacrifice of Australian servicemen and women.

UNITED STATES OF AMERICA –

The Department of Veterans Affairs (VA) was established on March 15, 1989. It is responsible for providing federal benefits to veterans and their families.. VA is the second largest of the 15 cabinet departments and it is headed by the Secretary of Veterans Affairs, VA is responsible for administering programs of veterans' benefits for veterans, their families, and survivors. The Department has three main subdivisions, known as Administrations, each headed by an Undersecretary. Veterans Health Administration (VHA), Veterans Benefit Administration - (VBA) and National Cemetery Administration - responsible for providing burial and memorial benefits, as well as for maintenance of VA cemeteries.

UNITED KINGDOM –

In U.K., the resettlement of retirees is managed by Ministry of Defence. The primary role of the MOD resettlement organisation is to assist service leavers in making a successful transition from a military to a civilian life. Resettlement is a phased process including advice, information and training. This includes decisions about housing, education, (their own and that of their children) finances and employment. Resettlement services assist with providing advice, information, guidance and training to prepare and find suitable civilian employment for service leavers. The resettlement support is given through Career Transition Partnership (CTP). The CTP is funded by the MOD to deliver resettlement services to all ranks of the British Armed Forces,

to make the transition from military to civilian life as smooth and successful as possible. They teach service leavers the skills they need to produce a CV, learn interview techniques, research the employment market and apply for jobs two years before they leave Service and up to 2 years after they have left. Personnel who have completed a minimum of four years are entitled to access a range of services provided by the CTP.

In Comparison To India, in Canada there is a dedicated Ministry For Veterans, whereas USA, New Zealand and Australia have Separate departments to take care of the issues related to Veterans. It shows the preference attached towards the Resettlement of Veterans in their country whereas in India, The Department of ESM has been newly created.

National Status

To give focused attention to the welfare programmes for ESM and their dependants including pensionary benefits, re-employment and rehabilitation, Government of India under the National Common Minimum Programme (NCMP), envisaged setting up of a new Department of Ex-Servicemen Welfare in the Ministry of Defence. The new Department called “Department of Ex-Servicemen Welfare” was created on 22nd September, 2004. The department has two divisions, resettlement and pension Division. The resettlement division at central level has 3 attached offices namely, Kendriya Sainik Board (KSB), Directorate General of Resettlement (DGR) and Ex-servicemen Contributory Health Scheme (ECHS). The office of DGR implements various policies/ schemes/ programmes like pre and post retirement training, re-employment, self employment etc. The DGR is assisted in its task by 5 Director Resettlement Zones at each of the 5 Commands. The KSB is responsible for the welfare of ESM/PBOR and their dependents and also for the administration of welfare funds. At the State level the KSB is assisted in its task by 32 Rajya Sainik Boards (RSB) and 371 Zila Sainik Boards , which are under the administrative control of respective State Governments/ Union Territory Administrations. ECHS takes care of the health and medical needs of army PBOR and their dependents. On the other hand, the pension division distributes the social security benefits in the form of pension, gratuity, provident funds and other retirement benefits

The special nature of the problems of army PBOR in the new economic environment necessitates resettlement. Resettlement training provided by DGR is aimed towards smooth

second career transition. But in the era of globalisation most of the army PBOR is able to get the job of security guard. The job opportunities have reduced significantly for them in the government as well as private sector. Therefore, it becomes necessary for MOD to intensify the resettlement training programs for PBOR.

The ESM after the retirement soon understands that he is not trained or skilled enough to cope up with the civilian counterparts. He complains that he is not informed of the latest developments or benefits he is entitled as there is no mechanism in place so that he is aware of the latest policies from DGR or local Zila sainik boards into remotest of the locations. He finds himself not suitably qualified as far as civil degrees are concerned. Project Akashdeep to give degrees to Service personnel as per their length of service and promotion exams has flopped despite being opened with much fanfare by President of India in 2009 for the welfare of defence forces has not yet taken off and has almost flopped. The qualified ESMs especially from Air Force also complain about not getting equivalent jobs for their qualifications. Above all, the Defence Scams in the name of Resettlement haunts him. The Pandora's Box was opened in the Ministry of Defence when the Directorate General Resettlement (DGR) under the aegis of the Ministry of Defence faced biggest defence scam in the year 2011. The scam revolved around availing of re-settlement facilities in the name of Ex-Servicemen from the DGR by submitting fake documents, clandestine deals, and proxies running the agencies and in many cases, fake officers applying for resettlement schemes.

8. Objectives of the proposed study:

The main objectives of my study would be:

- (a) To make in depth analysis of the programs and policies formulated and implemented for ESM by the Department of Ex-servicemen welfare and propose precise and innovative management concepts for welfare of the ESM and strategies to outreach the programmes at all levels ie. Macro, meso and micro levels.
- (b) To study the existing in service and out service training programmes conducted for the resettlement of ESM and what compatible training does the ESM needs to undertake to fit into the civilian world.

- (c) To study the morale and job satisfaction of the ESM in their second career through various management theories and suggest measures if any to prospective employers for upliftment of motivation levels of ESM.
- (d) To study and explore ways in order that ESM as a community, union or as a political group regroup as potent unit for claiming their rights and respect.

9. Research Methodology:

Major hypothesis

- (a) Implementation of qualitative and precise management concepts of resettlement strategies and awareness of the same upto the micro level of the ESM strata enables better Human resource planning of their resettlement.
- (b) Does a professionally trained ESM with higher rank structure or a qualified ESM fare well in the job market.

Minor Hypothesis

- (c) The ESM's in public sector institutions have more job satisfaction than their counterparts in Private sector companies.

Tools and techniques of research

An exploratory study of ESM's would be conducted in cross sectional view over two places at Jodhpur in Rajasthan and kannur in Kerala respectively.

Primary Data would be collected through:-

- (i) Questionnaire method: A comprehensive questionnaire would be prepared and ESM's from the two districts would be told to respond to these questionnaires. The questionnaire would be broadly covered in three parts ie. about the present status of the resettlement, what qualities / qualifications would they personally imbibe so as to resettle themselves and what more does the state need to do inorder to provide better resettlement of ex-servicemen. Questionnaire would also be formulated for the various officials of ZSB's and resettlement training offices. Questionnaires would

also be formulated for the employers employing ESM's and the implementation of various ESM welfare measures are adhered would be interpreted and performance and motivation levels of ESM's would be ascertained. What more qualities and traits does the ESM's need to acquire for better resettlement would also be ascertained.

- (ii) Interview method: Interviewing ESM's and various officials of ESM resettlement would be undertaken for understanding ground realities in a much better way and for getting a personal touch for the research.
- (iii) Collection of data would be through both online and offline mode

Secondary Data Analysis will be done extensively and the area of research which needs more attention and elaboration will be studied. Hypothesis formation has been done after thorough study of Literature review.

10. Tentative Chapterization:

The chapterisation will be done under following headings:-

- Introduction
- Defense forces and ESM: Comparison with the Global Defense forces
- Review of the Literature
- Research Methodology
- Data analysis
- Conclusion and suggestions
- References & Bibliography

11. References &Bibliography

1. Bisht, D.S. (2008), *Welfare of Armed Forces personnel, Journal of the United Service Institution of India*, Vol. CXXXVIII, No. 573, July-Sept. 2008 GOI retrieved from <http://www.usiofindia.org/Article/?pub=Journal&pubno=573&ano=333>
2. Datta, Rakesh (1992), *Ex-Servicemen, Security and development in the border districts of Punjab*, Indian Defence Review, Lancer Publications, New-Delhi.
3. ILO (2010), *Socio Economic Reintegration of Ex-combatants*, International Labour Organisation Programme for Crisis response and reconstruction, Internation Labour Office, Geneva. Extracted from http://www.ilo.org/wcmsp5/groups/public/-/-ed_emp/documents/instructionalmaterial/wcms_141276.pdf
4. Kishore, Satyendra (1991), *Resettlement of Ex-servicemen in India: Problems patterns and prospects*, Concept Publishing Company, New-Delhi.
5. Kapoor, SBL (2002), *Human Resource Management In The Army – Planning for the future*, Knowledge World, New-Delhi.
6. Kunju. N (1998), *Free India's Army problems at 50*, Reliance Publishing House, New Delhi.
7. Kevin James Flint (2012) *Learning to be you: Transitional identity of British soldiers leaving the armed services* extracted from <http://etheses.nottingham.ac.uk/4338/1/594213.pdf>
8. Leena, Parmar (1999) “*Resettlement of Ex-Servicemen in India: Problems of Army Socialization and Adjustment*” - Book (Edited) Military Sociology – Global Perspectives, Rawat Publications, Jaipur & New Delhi.
9. Lt. Colonel B. K. Saxena (2010) *A study on the career development of personnel below officer's rank (PBOR's)in army* Thesis Submitted to the Padmashree Dr. D. Y. Patil University, Navi Mumbai Department of Business Management in partial fulfillment of the requirements for the award of the Degree of doctor of philosophy (Enrollment No. DYP – Ph. D - 66100024) extracted from (<http://www.dypdbm.com/pdf/thesis/lta.%20colonel%20b.%20k.%20saxena.pdf>)

10. Mahajan, R.N., (2001) *A career in India's Armed forces – How to make it more attractive*, Ocean Books Pvt. Ltd., New Delhi.
11. Maharajan, K. & Subramani, B. (2014a). *A Critical Study on the Resettlement Problems of Air Force Ex-servicemen in India: Evolving Management Strategies*. International Journal of Research in Management Sciences, 2(1), pp. 13-23. Extracted from
<http://www.iaster.com/uploadfolder/2ACriticalStudyontheResettlementProblemsofEx-servicemeninIndiaGM18Mar14Copy/2%20A%20Critical%20Study%20on%20the%20%20Resetlement%20Problems%20of%20Exservicemen%20in%20India%20GM18Mar14%20Copy.pdf>
12. Maharajan, K. & Subramani, B. (2014b). *A Study on the Quality of Resettlement Life of Air Force Veterans in India. Emerging Paradigms in Management Research*, Madurai: Shanlax Publications, ISBN: 978-93-80686-96-7, vol.1, pp. 125-130. Extracted from
<https://www.theinternationaljournal.org/ojs/index.php?>
13. Nilsson Anders (2005) *Reintegrating Ex-Combatants* of Sweeden Published by Sida 2005 Department for Cooperation with Non-Governmental Organisations and Humanitarian Assistance & Conflict Management by Anders Nilsson Articlenumber: SIDA4715e. ISBN 91 586 8307-0.Extracted from
www.pcr.uu.se/digitalAssets/67/67211_1sida4715en_ex_combatants.pdf
14. Singh, M.K., (1985), *Resettlement Problems of Retired Army Officers*, Mittal Publications, New Delhi.
15. The Royal British Legion , *Profile of the Ex-Service Community in the UK* (November 2005)).extracted from
<http://www.britishlegion.org.uk/media/33529/reviseex-serviceprofile.pdf>
www.mod.uk, www.veteransagency.mod.uk
16. Timothy G. Black and Chiara Papile(2010) Making It on Civvy Street: *An Online Survey of Canadian Veterans in Transition* Canadian Journal of Counselling and psychotherapy. ISSN 0826-3893 Vol. 44 No. 4 © 2010 Pages 383–401. Extracted from
<http://files.eric.ed.gov/fulltext/EJ912089.pdf>

Bibliography

1. Burdett, H., Dandeker, C. & Fear, N. (2012). *Veterans and Resettlement*. Retrieved from: <http://www.kcl.ac.uk/kcmhr/research/phd/resettlement.aspx>.
2. Blogspots were referred to review the *complaints and problems of ex-servicemen*. Extracted from <http://indianexserviceman.blogspot.in/2010/05/>
3. Donald R Cooper, Pamela Schindler and JK Sharma (2012) “*Business Research Methods*” Eleventh Edition ,New Delhi: McGraw Hill Education(India) Pvt Ltd
4. ESM Census (2006). *District Wise Comparative Analysis*. New Delhi: Kendriya Sainik Board. Extracted from http://indianairforce.nic.in/RTI/benefitsanalysis_stategov2005.pdf
5. *Information Handbook, under Right to Information Act*. (2012). Chennai: Department of Ex-Servicemen’s Welfare. Extracted from <http://www.tn.gov.in/rti/proactive/public/handbook-exservice.pdf>
6. Information regarding resettlement opportunity, employment assistance provided to ESM, various Forms and News updates from the *Kendriya Sainik Board (KSB)*.extracted from www.dgrindia.com :
7. Information on *all MoD / GoI orders / Circulars and publications*, which are useful to ESM. eg. ‘Sainik Samachar’. Extracted from www.mod.nic.in
8. K Aswathappa(2011) *Human Resources Management Text & Cases*, Sixth Edition, New Delhi: McGraw Hill Education(India) Pvt Ltd.
9. Onkar Singh [Colonel (Retired)] (2005). *Indian Ex-servicemen*. Meerut: Dynamic Publications (India) Ltd.
10. *Resettlement of retired Defence personnel (ESM)/Veterans: Problems and solution* extracted from : <http://www.ukessays.com/essays/politics/globalisation-and-social-security-politicsessay.php#ixzz3FaJtJu5C> <http://www.ukessays.com/essays/politics/globalisation-and-social-security-politics-essay.php>

11. *Resettlement Management And Welfare Of Army PBOR Management* Essay extracted from

<http://www.uniassignment.com/essay-samples/management/resettlement-management-and-welfare-of-army-pbor-management-essay.php>