



AN ASSESSMENT OF STAFF TRAINING AND DEVELOPMENT ON ORGANIZATIONAL GROWTH: CONCEPTUAL VIEW

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Abstract:

The study investigated the conceptual relationship between the staff training and development on organizational growth. The need for improved organizational growth has become universally accepted and that it depends on efficient and effective training and development. It has further become necessary in view of advancement in modern world to invest in training and development of personnel. Thus the role played by staff training and development can no longer be over-emphasized. Staff training and development are based on the premise that staff skills need to be improved for organizations to grow. Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. The findings helped the management to concentrate towards the training and development to improve the required skills of the staff which are important for the organizational growth. To this end, the paper recommended among others that organisations must ensure and encourage training and development on a continuous basis to secure indigent and well-articulated employees for a better tomorrow. This can be ensured through proper observation of training programmes in order to achieve desired results on organizational growth.

Keywords: *Training, Development, Staff and Organizational growth*

Introduction

Training and development describes the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfilment of their employees through a variety of educational methods and programmes. In the modern workplace, these efforts have taken on a broad range of applications, from instruction in highly specific job skills to long-term professional development. In recent years, training and development has emerged as a formal business function, an integral element of strategy, and a recognized profession with distinct theories and methodologies. More and more organizations of all sizes have embraced continual learning and other aspects of training and development as a means of promoting employee growth and acquiring a highly skilled work force. In fact, the quality of employees and the continual improvement of their skills and productivity through training are now widely recognized as vital factors in ensuring the long-term success and profitability of small businesses (Solomon, 1999). Employees today must have access to continual training of all types just to keep up organizational growth. If the workers stand still, the organization will lose the competency race.

Staff training and development are based on the premise that skills of employees need to be improved for organisations to grow (Cole, 2002). He went on to say the role and importance of human resources in the long term viability of any organisation whether profit or non-profit oriented cannot be overemphasised. Training and development was a holistic mechanism designed to influence the employees towards goal achievements. Training and development were indispensable strategic tools for effective individual and organisational growth. Thus, organisations were investing in the employee training and development with confidence that this would earn them a competitive advantage in the world of business. The achievement of organisational growth and objectives largely depends on the outcome of periodic training and development of personnel. Training and development led to improved organisational growth while cultivating more positive attitudes toward profit orientation (Mahapatro, 2010). Even though, other resources, such as financial, information, and other materials are also essential, human resources remains virtually boundless in the potential impact of the organisation. It is the indispensable means of converting other resources to mankind's use and benefit, and therefore, the pivot in every human institution (Cole, 2002).

Growth remains the focus of every organization and its employees. This is to enable them achieve their different goals. In other to realize growth, strategies like downsizing, harmonious industrial relations, right application of procedures, efficient communication skills and system, technological advancement, and training and development are employed by the organizations. Among these strategies, training and development tend to benefit both parties favourably, because it helps the employee acquire the needed skills, knowledge, and capability to discharge his functions (Cole, 2002). The organization that witnesses growth is sure of stability and good profit margin. Njoku, (2007) observed that training and development are important management tools for changing and directing job behaviour towards specific organizational growth. Training is the act of increasing the knowledge and skills of an employee for performing a particular job. Development is futuristic in sense hence, Njoku (2007) sees development as the process by which managers and executives acquire competence, skills, and capabilities for future managerial tasks.

Organization is a formalized intentional structure of roles or positions (Wehrich and Koontz, 2006). Growth in this paper is an increase in economic activity such as profit (Hornsby, 1995). Employee is any person who offers his services or labour to another in return for wages (Uvieaghara, 2001).

Training and development is vital part of the human resource development. It is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service, and a subsequent need to lower costs. It is also become more important globally in order to prepare workers for new jobs. In the current write up, we will focus more on the emerging need of training and development, its implications upon individuals and the employers. Drucker (2007) said that the fastest growing industry would be training and development as a result of replacement of industrial workers with knowledge workers.

Training and development is one of the key Human Resource functions. Most organizations look at training and development as an integral part of the human resource development activity. The turn of the century has seen increased focus on the same in organisations globally. Many organizations have mandated training hours per year for employees keeping in consideration the fact that technology is deskilling the employees at a very fast rate. Technically training involves change in attitude, skills or knowledge of a person with the resultant improvement in the behaviour. For training to be effective it has to be a planned

activity conducted after a thorough need analysis and target at certain competencies, most important it is to be conducted in a learning atmosphere (Drucker, 2007).

As a guide, organizations should note the policies, objectives, gains, and needs associated with training and development, holding same in the front burner. It will help the employees to exhibit value adding variables mentioned earlier and play down non-value adding variables. These will help the organization to have large market share, harmonious industrial relations with their employees and in turn promote growth in the organization.

The statement of study

Previous studies have shown that most organizations have neglected training and development programmes probably due to the cost implication or ignorance. In some cases only few multinationals pay little attention to them, while small scale or local organizations don't attach importance to the training. This singular act of lack of adequate training and development has led to poor performance by some organizations and their employees leading to stagnant growth as is manifested in poor sales and profit, high rate of accident at work, high downtime, and industrial actions among others.

There is the indication that lack of adequate training and development affects the growth of organizations and their employees (Jones, 2005; Njoku, 2007).

Objectives of the study

The major objective of this paper is to investigate the conceptual relationship between staff training and development on organizational growth. The specific objectives of this paper are:

- i. To examine the impact of training and development towards organizational growth.
- ii. To examine the policies, principles and gains of training and development that promotes organizational growth.
- iii. To examine the prospects of growth in the organizations with the use of adequate training and development.

Methodology

This research adopts qualitative design under which exploratory and descriptive methods were applied. The exploratory design enables a clear inquiry on what

is already in existence in order to explore fresh insights, raise questions that will facilitate assessment from a new viewpoint. The advantage of this strategy is its flexibility. Descriptive design on the other hand helps in evaluating the data collected and drawing conclusions from it.

To allow for a broader view in this study, multiple sources of evidence were explored in order to gather rich data. Hence, data were sourced from published documents such as textbooks, articles published in print and electronic journals among others. These sources are quite reliable and hence this makes them quite attractive for a study of this nature.

The method adopted for the data analysis in this study was the qualitative method. This method is most preferred given the nature of the data in the study. Secondary data cannot be subjected to quantifiable analysis hence the need for qualitative method.

Concept of Training

It is about developing employees as an individual to make them capable and confident in their jobs, and consequently in their life. Thus it is an organized process for increasing the knowledge and skill of the employees. Consequently it is a process aimed at changing the behaviour in such a way that the consequence would be useful for the upliftment of the organization.

Training is the process of teaching the new and/or present employees the basic skills they need to effectively perform their jobs. Alternatively speaking, training is the act of increasing the knowledge and skill of an employee for doing his/her job. Thus, training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organisation to acquire and also to apply the required knowledge, skill and attitudes to perform their jobs effectively. According to Flippo (1984), training is the act of increasing the knowledge and skills of an employee for doing a particular job. Armstrong (2006) points that training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience.

Thus, it can be concluded that training is a process that tries to improve skills, or add to the existing level of knowledge so that the employee is better equipped to do his present job, or to mould him to be fit for a higher job involving higher responsibilities. In other words, training is a learning experience that seeks a

relatively permanent change in an individual that will improve his/her ability to perform his job.

Concept of development

Development is related to enhancing the conceptual skills of the employee, which helps individual towards achieving maturity and self-actualization. In the words of Armstrong, (2006) employee development, often referred to as Human Resource Development (HRD) is about the provision of learning, development and training opportunities in order to improve individual, team and organizational performance.

Compared to the term 'training', the term 'development' has broader scope and aim to develop people in all respects. Accordingly, development covers not only activities/skills which improve job performance, but also those activities which bring about growth of the personality, help individuals progress toward maturity and actualization of their potential.

Thus, development enables individuals to become not only good employees but better men and women in the organization. Development is an ongoing continuous process, while training is a one-shot deal. In ultimate sense, development refers to behavioural modification of people through continuous learning practices. Development relates to non-technical organizational functions such as problem solving, decision-making and relating to people.

Concept of organizational growth

Understanding organizational growth is a key factor in profit maximization and organizational relevance. Growth means enlargement, increase and expansion. Organizational growth is something for which most companies, large or small, strive for. Small firms want to get big, big firms want to get bigger. Organizational growth, however, means different things to different organizations (Oshionebo, 2004).

Certainly, for an organization to grow the managers, CEO's and Managing directors must understand how growth is defined, how it is achieved, how to cope with the different challenges that comes with organizational growth, how to identify the factors that hinders growth, how to measure organizational growth, and also to comprehend the phases of organizational growth. In this article we shall begin by exploring concisely the phases of organizational growth and how to measure organizational growth.

Literature Review to the Study

Staff training and development constitute one of the dynamics of human resource management. Some scholars have tried to distinguish between staff training and development while others believed it is difficult to differentiate between the two concepts.

Staff training and development is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. It also include employees training and career development. The focus of all aspect of training and development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goal in service to customer and organization. Drucker (2007) noted that, staff training and development means to develop available employees through suitable methods such as training capable managers and transfers enhancing opportunities for career development. Staff training development programmes create a team of well-trained, efficient and capable managers and subordinates. Such team constitutes an important asset of an enterprise. One organization is different from another mainly because of the people (employees) working therein.

Ezeani (2006) saw the importance of staff training when he quoted Ndiomu (2008) as observing that personnel of an organization comprises men and women, young and old who are engaged in the production of goods and services and who are the greatest asset of the organization. It can therefore be inferred that the importance of staff training and development to the survival of an organization cannot be overlooked. Likert (1974) in agreement with this assertion stated that the activities of any enterprise are initiated and determined by the persons who make up that institution. Thus plant, offices, computers, automated equipment and a modern firm are unproductive on their own except for human efforts and direction. Nwankwo (2007) acknowledged the relevance and importance of staff training and development when he observed that there is no organization without staff training and development, and even if an organization has got all the money and materials it needs, it must still find capable people to put them into effective use. The position of Nwankwo (2007) clearly underscores the relevance of training and development to any organization. Staff training and development must be viewed in the same context as the financial, technological and other resources that are managed in organization to increase productivity. The point of emphases by Nwankwo

(2007) stems from the fact that other organizational resources like finance, machinery, and other physical resource cannot effectively and efficiently be utilized towards organizational goal attainment and survival without their manipulation by the employees. Therefore, an organization whose employees is inadequate will remain poor, unproductive, ineffective and inefficient. In conformity with Nwankwo (2007), Oguniyi (1992) maintained that no nation in the world can carry out any of its development programme without adequate and competent personnel. Corroborated this when he noted that the employee of any nation hold the key to its survival, prosperity and future economic and social development. Ede (2005) sees the employees of any public or private organization as the most essential resources of that organization, it is human beings in the organization who can be well trained and developed intelligently to harness the other resources in such a way as to achieve organizational aims and objectives and ultimately ensure the survival of the organizational growth. In a similar contribution to the relevance of the employees, Arua (2006), noted that employees sits at the commanding height of all other resources. It translates, activates and co-ordinate other resources such as money, materials and machines in the production chain for useful purpose in order to achieve desired goals. However, Drucker (2007) asserts that the image of any organization or government is to a great extent reflected on the calibre and competence of staff that are vested with the responsibility of the implementation of its policies. Ezean (2006) view is in tandem with Ndiomu (2008), who posits that a good organizational structures does not by itself guarantee good performance. Employees are as essential to the existence, survival and development of an organization as food is to human beings. The position of Drucker (2007), categorically shows the inevitability of the employees to the organization thus. It is the live wire of any organization. Organizational resources like finance machinery, building and other physical resources cannot be effectively utilized towards the attainment of the organizational growth without the manipulation by employees. The belief here is that what set most organization up as successful organization is the employees. Therefore, the success or failure on organizational growth depends on staff training and development.

Distinction between Training and Development

According to Kanu (2007) although the terms training and development appear synonymous, there is recognized difference between these concepts. Earlier training programmes stressed preparation for an improved performance in

largely specific rank and file jobs. With growth of organizations several problems developed specifically at supervisory level. Accordingly supervisory training programmes were launched enabling them to deal with distinctive problems. During the training of the supervisors, the need for training of their bosses appeared significant. Therefore, special developmental programmes for middle managers were organized. Later on, the development programmes were started for top management as well. These programmes indicated the significance of the concept of development, and thus training appeared to be an improper designation for learning a wide variety of complex, difficult and intangible functions of managerial personnel. Thus the concept training was degraded. As managers themselves remarked training is for dogs, people are developed. Today, the terms development and education are more suitable than the term training. It is not the training but the full development of personality that enables the human resources to exert their full potential. Accordingly training and development programmes are combined together for developing skills as well as basic attitudes, leading to continued personal growth.

Training	Development
Vocationally oriented and on the job and so it is short term	A long term process for developing conceptual skills
It is generally for non-managerial personnel	It is generally for managerial personnel
It is imparting of technical and mechanical knowledge	It is theoretical and conceptual idea implementation.
It is related with specific job	It is aimed at acquiring general knowledge
A mechanic who repairs generator better than engineer is only trained	An engineer may not be better mechanic but he has theoretical and conceptual skill as well as knowledge of principles of engineering

Impact of training and development towards organizational growth

Training and development can solve a variety of employee problems which militate against optimum productivity. The operating problems having employee component can emerge within any groups.

These problems according to Kayode (2001), differ in natures and yet all have a common denominator, the solution required individual to their appreciative backgrounds specific identifiable items of additional knowledge skill or understanding. Organizational-wide, these problems include needs to;

- i. Increase productivity
- ii. Improve the quality of work and raise morale
- iii. Develop new skills, knowledge, understanding and attitudes
- iv. Use correctly new tools, machines, processes, methods or modifications thereof
- v. Reduce waste, accidents, turnover, lateness, absenteeism, and other overhead costs
- vi. Implement new or changed policies or regulations
- vii. Fight obsolescence in skills, technologies, methods, products, markets, capital management, etc.
- viii. Bring incumbents to that level of performance which meets the standard of performance for the job.
- ix. Develop replacements, prepare people for advancement, improve staff deployment and ensure continuity of leadership.
- x. Ensure the survival and growth of the organization

Policy and Principles of training and development

A training and development policy needs to translate the organisation's needs and priorities into actionable, value-added, affordable and effective learning solutions. Depending on the size of the organisation and its structure and function, the resulting policy can be either a short or long document. However, at a minimum it should contain the following headings and associated details. For the purposes of this policy and principles the following definitions will apply:

i) Staff Training and Development: All activities which aim to assist staff to maintain, update and enhance their knowledge, skills and capabilities. This includes formal, informal and on-the-job training, as well as a range of other learning and development activities including: electronic learning; self-managed learning; mentoring and coaching; and the use of shadowing and secondment opportunities.

ii) Statutory training: Training which an employer is required to deliver and is determined by legislation, to ensure the safety of the workforce and those

that come in contact with the workplace and include the Health and Safety at Work Act 1974, Employment Regulations 1999, and the Equalities Act 2010.

iii) Mandatory training: Training which an employer requires its staff to receive to ensure that its workforce is competent to deliver the services of the organization; this will include ‘generic skills’ that the service determines are required by all employees and specific training for particular groups of staff.

Gains of Training and Development

It is evident that the gains of training and development are not far-fetched in the running of an organization and by extension to its employees. Corroborating this assertion, Rao (1996) posits that the gains of training and development include:

- i) Reduced Supervision:** When adequately trained, the employee will discharge his or her functions with less supervision leading to greater quantity and better output.
- ii) Esteemed Organizational Harmony/Stability:** The organization that has a reasonable number of trained and developed staff stands to weather the storm of high labour turnover.
- iii) Waste Reduction and Increased Output:** The employee with adequate skills and development will work against increased waste generation thereby giving a higher production output with better quality.
- iv) Morale Boosting:** The trained employee counts self as a member of the organization. This satisfies his safety, security, and ego needs.
- v) Reduced Accidents at Work:** The trained worker is conversant with the job procedure and precaution which when followed will promote accident free work environment.

Importance of training and development

With technology creating more deskilled workers and with industrial workers being replaced by knowledge workers, training and development is at the forefront of Human Resource Development. The onus is now on the human development department to take a proactive leadership role in responding to training and business needs. Training is an expensive process not only in terms of the money spent on it but also the time and the other resources spent on the same. The most important question therefore is determining whether or not a need for training actually exists and whether the intervention will contribute to

the achievement of organisational goal directly or indirectly? The answer to the above mentioned question lies in training needs analysis which is the first step in the entire process of training and development. Another view of the training need is that, it is the discrepancy between what is, and what should be. Taking cues from this, the World Bank conducted a needs analysis and arrived upon the conclusion that many of its units in eastern regions of Europe required transformation from state owned business to self-sustaining organisations. A number of universities were then contacted to develop the necessary modules and conduct the training upon the same. Training needs analysis is a systematic process of understanding training requirements. It is conducted at three stages - at the level of organisation, individual and the job, each of which is called as the organisational, individual and job analysis. Once these analyses are over, the results are collated to arrive upon the objectives of the training program. Although each step in the entire training process is unique in its own, needs analysis is special in that, it lays the foundation for the kind of training required. The assessment gives insight into what kind of intervention is required, knowledge or skill or both. In certain cases where both of these are present and the performance is still missing then the problem may be motivational in nature. It thus highlights the need and the appropriate intervention which is essential to make the training effective.

Prospects of growth in the organizations

Growth is something for which most organizations strive, regardless of their size. Small firms want to get big, big firms want to get bigger. Indeed, organizations have to grow at least a bit every year in order to accommodate the increased expenses that develop over time. With the passage of time, salaries increase and the costs of employment benefits rise as well. Even if no other organization expenses rise, these two cost areas almost always increase over time. It is not always possible to pass along these increased costs to customers and clients in the form of higher prices. Consequently, growth must occur if the organization wishes to keep up.

Organizational growth has the potential to provide small businesses with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits, and increased prestige for organizational members. Many small firms desire growth because it is seen generally as a sign

of success, progress. Organizational growth is, in fact, used as one indicator of effectiveness for small businesses and is a fundamental concern of many practicing managers.

Organizational growth, however, means different things to different organizations. There are many parameters a company may use to measure its growth. Since the ultimate goal of most companies is profitability, most companies will measure their growth in terms of net profit, revenue, and other financial data. Other business owners may use one of the following criteria for assessing their growth: sales, number of employees, physical expansion, success of a product line, or increased market share. Ultimately, success and growth will be gauged by how well a firm does relative to the goals it has set for itself.

Conclusion

Training and Development remains imperative for the growth of an organization and its employees as well as for the growth of a society and its members. The gains derivable in the aftermath of training and development outweigh the cost of sponsorship in line with the popular parlance, if you say education is expensive try ignorance.

Training and development help to bring out the best potential in a being whose contributions in the organization or society will help its growth. The organization that has enough trained and developed workforce stands to weather the storm occasioned by labour turnover.

People want value for money that they spend and want great service. If they do not get it, they will not give second chance as they have wide scope. A high quality service depends upon how human resource is trained and developed to handle the competition in the emerging market. It is, therefore imperative to have different methods of training in corporate sectors. This helps employee socialize into their profession via formal and informal process that shapes how they see themselves and how their employers, peers and customers see them. Training is essential because technology is developing continuously and at a fast rate. Employees have to adapt to technological changes, improve product and service quality and boost productivity to stay in competition. The importance of training as means of improving productivity is readily recognized. Skills required for one job can be transferred to another job; it can

be modified and supplemented. Training plays large part in determining the effectiveness and efficiency of the establishment.

The role of training is going to be very different from what it was in the past. Intellectual capital is becoming main generator of wealth both for individuals and for the organization, as the economy is shifting towards knowledge economy. Training has become a major tool to retain employees. Well-designed training programme with clear career path increases the job satisfaction among the young professionals and help them in becoming efficient and effective at the work place. The objective of the organizational policies process and programmes for the delivery of training is to achieve its Human Resource Development strategies by ensuring the availability of skilled and competent employees to meet its present and future requirements.

Recommendations

This paper recommends that since persistent wastages, accidents, poor performance, high labour turn over, disillusioned workforce, inability to make decisions, poor management technique by some managers are as a result of inadequate training and development arrangement by organizations. There is the need to step up training and development programmes in organizations in Nigeria.

Every employee should be carried along in the training programme. Hence, every employee's job is seen to add value to the organization starting from the least in the organization to the highest because no man has the monopoly of knowledge. Training and development is essential to remove performance deficiencies.

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