

CHAPTER I

RESEARCH DESIGN AND METHODOLOGY

A) INTRODUCTION :

Management is an activity composed of some basic functions for achieving the objectives of an enterprise through the efforts of its personnel. Management is essential for all kinds of organisations, whether they be business organisations or non-business organisations. This is so as every organisation requires decision-making, the co-ordination of activities, the handling of people and evaluating the performance directed towards its objectives.

The job of management is to provide dynamic leadership that combines the productive but passive resources into a fruitful organisation.

Management acts as a creative force in the organisation. Management adds a real plus value to the operation of any enterprise by enlisting a little extra value out each person. It provides new ideas, imaginations and visions to the group working integrates its efforts in such a manner as to account

for better results. It ensures a smooth flow of work in the organisation by focusing on strong points, neutralising weak links, overcoming difficulties and establishing team spirit. Management strives to secure the maximum results by the use of minimum resources. Briefly, the wellbeing of the society is largely dependent upon the quality of management prevailing in all social organisations.

The management process constitutes of planning, organising, staffing, directing, controlling, motivating, co-ordination and communication. The study of such a process is important. Hence, our attempt is to study the management process adopted by Terna Shetkari Sahakari Sakhar Karkhana Limited, Dhoki Dist. Osmanabad, and to suggest some ways and means for effective management.

B) OBJECTIVES OF THE STUDY :

The researcher has kept the following objectives for the purpose of his study.

- (1) To study the organisational structure of Terna Shetkari Sahakari Sakhar Karkhana Limited, Dhoki District Osmanabad.

- (2) To study the development and present working of the factory.
- (3) To study and examine the management process adopted by Terna Shetkari Sahakari Sakhar Karkhana Limited, Dhoki, Dist. Osmanabad.
- (4) To find out the role played by Terna Shetkari Sahakari Sakhar Karkhana Limited, Dhoki for the development of its area of operation.
- (5) To see the schemes introduced for the development of farmers and community in its area of operation.
- (6) To study the attitudes of the farmers towards the various developmental schemes adopted by Terna Shetkari Sahakari Sakhar Karkhana Limited, Dhoki.
- (7) To study the attitudes of the employees towards the personnel policies adopted by Terna Shetkari Sahakari Sakhar Karkhana Limited, Dhoki.
- (8) To analyse the findings of the data collected.
- (9) To suggest remedial measures for the efficient functioning of the organisation.

C) METHODOLOGY ADOPTED :

Keeping in view the above objectives, it was necessary to collect the required data from various sources. The data required for study are collected through ' questionnaire ' from selected respondents of various categories of workers, officers and farmers. Besides this, the other information is collected through discussions, personal interviews, and observations. Similarly data was made available through published material and the records maintained by the factory.

(a) Secondary Data :

For the purpose of the present study relevant information is collected through the various sources viz. :

- (1) Chhatrapati Shahu Central Institute of Business Education and Research Library, Kolhapur.
- (2) Dr. Balasaheb Khardekar's Library, Kolhapur.
- (3) Rajashri Chhatrapati Shahu College Library, Kolhapur.
- (4) Vivekanand College Library, Kolhapur.

- (5) Ramkrishna Paramhansa Mahavidyalaya Library,
Osmanabad.
- (6) College of Education Library, Osmanabad.
- (7) Annual Reports of Terna Shetkari Sahakari Sakhar
Karkhana Limited, Dhoki, District Osmanabad.
- (8) Official Records of Terna Sugar factory.
- (9) Payment charts.
- (10) Various journals, magazines and Newspapers.
- (11) The Panchayat Samiti office record.

(b) Primary Data :

Primary data is collected through the following
ways :

1) Discussions and Interviews :

The detailed discussion with the Chairman, some directors, Managing Director, Office Superintendent, Supervisors, Accountants, Personnel Officer, Agricultural Officer, Workers and Farmers were held. Similarly, structured interviews were held with the employees and farmers to cross examine with the management process adopted by the organisation.

2) Questionnaire :

Two different questionnaires were prepared and administered, one was meant to elicit the information about the management process by the organisation and the other to know the responses of the farmers about the impact of the organisation in its area of operation.

D) SCOPE OF THE STUDY :

Management science which is of a comparatively recent origin has a tremendous impact upon organised work and its effectiveness. The principles and techniques of management has proved essential to the successful operation of both business and non-business organisation. It has also comply and contributed to the higher values of human culture and civilization. Management tools and techniques have shown the way to creating congenial environments in which people working in groups can contribute to the maximum of their ability to accomplish given goals. To-day management's importance is universally accepted. There is a great need for inducting better management in all spheres and at all levels. So the present study is undertaken where

emphasis is laid to study the management process of the sugar factory. Based on the findings remedial measures may be suggested to enhance the efficiency of the organisation.

SAMPLE SIZE :

The present study being the case study related with the management process adopted by Terna Shetkari Sahakari Sakhar Karkhana Limited, Dhoki to have the cross examination with regard to the impact of the various activities undertaken by this factory for the rural development and the personnel policies adopted by the management. A sample of 100 employees and 100 farmers were taken. These samples were selected by simple random sampling method.

E) LIMITATIONS OF THE STUDY :

Since the study is undertaken as part of the partial fulfilment of the degree course of Master of Philosophy in Commerce and Management. The researcher has limited his study to only one factory from amongst the co-operative sugar factory.

The study has been conducted with the help of a questionnaire supplemented with personal interviews. The analysis has been based on the responses received. In many cases, even those persons which responded to our request did not supply complete information as desired.

Due to the lack of proper recording system at the organisation and time, a period of five years is considered i.e. 1981-82 to 1985-86.

F) SCHEME OF THE STUDY :

A brief outline of the chapters in which the present study is divided as follows :

Chapter I : Research Design and Methodology

This chapter deals with the details of research design, methodology adopted to collect data is explained.

Chapter II : Introduction of the Management Process.

This chapter is the case of theoretical topics regarding management process such as planning, organising, staffing, directing, motivation, communication and controlling.

Chapter III : Profile of the Terna Shetkari Sahakari Sakhar Karkhana Limited, Dhoki, Dist. Osmanabad.

This chapter is related to the history of sugar industry, historical perspective of co-operative sugar factory, financial investments and marketing activities , personnel profile, structure and area of operation.

Chapter IV : Information of Dhoki Village.

In this chapter the details of Dhoki village is explained.

Chapter V : Findings and Analysis.

In this chapter, the finds of the survey (Questionnaire) have been presented regarding the management process adopted by Terna Sugar factory. The analysis and interpretation is made in respect of management process. An attempt is made to find the causes of various problems in factory.

Chapter VI : - Conclusions and Remedial Measures.

After drawing the conclusions, an attempt is made to suggest remedial measures for improving the efficiency of the organisation.