

CHAPTER ONE



RESEARCH DESIGN

1.1 INTRODUCTION:

'Management' is essential for all kinds of organizations, whether they may be business or non-business organizations. It acts as a creative force in the organization. It provides new ideas, imaginations and visions to the group working together and integrates their efforts in such a manner as to account for better results. Management ensures a smooth functioning of the organization by focussing on strong points, overcoming difficulties, etc.

The management process thus constitutes of planning, organizing, staffing, directing, coordinating, controlling, etc. The study of each of these processes is very important in the view of management; hence this attempt to study the management process adopted by Shri Shahu Chhapatrai Mills Limited, Kolhapur.

1.2 OBJECTIVES OF THE STUDY:

The researcher has set out the following objectives for the purpose of this study:

- (1) To study the management process adopted by Shri Shahu Chhatrapati Mills Limited, Kolhapur;
- (2) To study and examine the functional areas of management;
- (3) To evaluate the measures adopted to coordinate the activities of various departments;
- (4) To identify the deficiencies of the present system;

- (5) To suggest remedial measures for the efficient functioning of the organization.

1.3 METHODOLOGY ADOPTED:

In view of the above objectives, it was necessary to collect the required data from various sources. Basically, the 'survey method' was adopted by the researcher to collect the relevant data. In order to examine the coordination between various departments, it was necessary to have a physical check of the layout of various departments, for which 'observation method' too was adopted, to a certain extent.

1.4 SOURCES OF DATA COLLECTION:

For the purpose of the study, relevant information was collected through various sources.

The Primary Data was collected through a questionnaire given to the respondents, that is, every departmental head. All the respondents extended their full cooperation in data collection. The Secondary Data was collected from the annual reports and other relevant documents.

(1) Questionnaire:

The questionnaire prepared with regard to the management process adopted by Shri Shahu Chhatrapati Mills Limited, Kolhapur, consisted of various aspects covering the management functions like planning, organizing, staffing, directing, coordinating, etc. The questionnaire given to the respondents, that is, every departmental head, select officers and workers.

As a part of the study, the researcher prepared a questionnaire by taking into consideration the above functions. These functions were identified through discussions and consultations with the faculty members of Chhatrapati Shahu Central Institute of Business Education and Research, Kolhapur, and also with those who are in the field of management.

(2) Interviews:

Interviews were also conducted to solicit the needed information. The interviews thus conducted were unstructured in nature. The concerned officials were contacted and after the administration of the questionnaire, the interviews were conducted.

Informal discussions were also held with the supervisory personnel to have an insight and to cross-examine the prevailing organizational climate. Similarly, the supervisory climate was checked through informal discussions with the lower level employees of the organization.

(3) Library Sources:

The secondary data pertaining to the study was collected by visiting various libraries, namely:

1. Chh.Shahu Central Institute of Business Education and Research, Kolhapur;
2. Deshbhakta Ratnappa Kumbhar College of Commerce, Kolhapur;
3. Barrister Khardekar Library of Shivaji University, Kolhapur.

In addition, the annual-reports and office-records of Shri Shahu Chhatrapati Mills Limited, Kolhapur, were also referred to, together with academic and popular journals, magazines and newspapers.

1.5 SIGNIFICANCE OF THE STUDY:

Management is a process of directing human activity to achieve the goals by using the available resources. But now-a-days, this function is becoming more technical and specialized. Three main terms are used to convey this specific significance, i.e. (1) management, (2) organization, and (3) administration.

According to one school of thought, there is a difference between the management and the administration, while according to the other, there is no such difference.

Management is the 'art' of getting things done by others. For this, it becomes necessary to guide, direct, coordinate and control the human effort. Management is comparatively of recent origin and it has a great impact upon the organized work and its effectiveness. The practices and the policies of the management have proved essential to the successful operation of both business and non-business operations. Management is important and it is universally accepted. There is a great need for inducting better management in all the spheres and at all the levels. So, the present study is undertaken with the prime objective of studying the management process adopted by Shri Shahu Chhatrapati Mills Limited, Kolhapur.

An Explanatory Note:

(1) Planning:

Planning involves the formulation of what is to be done, how, when and where it is to be done and how its results are to be evaluated. It is basically an intellectual process which involves decision-making. It is

the most important step in getting the results. In other words, planning is a pre-determined course of action to achieve a desired result.

(2) Organizing:

Organizing is the determining, grouping and arranging of the various activities deemed necessary for the attainment of objectives. The process of organizing involves division of work into component activities, defining responsibility, delegating authority and establishment of structural relationships to secure coordination.

(3) Staffing:

Staffing process implies that the management should properly estimate manpower requirements of the organization, consistent with the qualifications expected to proper and efficient discharge of duties on exist4ing and possible jobs in the organization.

(4) Directing:

Directing involves issuing of orders and instructions to subordinates. It is an art of guiding, communicating, motivating and organizing the human behaviour in the enterprise with an object of achieving goals of an organization.

(5) Motivation:

The managerial power has its sources in the methods of leading, motivating, appraising, teaching, delegating and setting are example. Motivation assumes unique importance in the modern business management. Democratic leadership heavily relies on motivation of employees through financial and non-financial incentives, when the job itself is meaningful, interesting and challenging.

(6) Controlling:

Controlling is the process of measuring actual results or present performance, comparing these results to plan, to find out the results and taking corrective measures, whenever necessary.

(7) Coordination:

Coordination means to unite and correlate all the activities of the organization. In coordination, the efforts of the subordinates synchronized by way of proper timing and quality of the executive, so that their unified efforts lead to the stated objectives.

(8) Communication:

Communication involves exchange of facts, feelings and information by two or more persons and provides the means to unite and correlate all the activities in the organization.

(9) Decision-making:

Decision-making is the fundamental function of management. Managerial decisions are based on the flow of information. The decision is the point at which plans, policies and objectives are transacted into concrete action. It is an art of choice, wherein an executive forms a conclusion about what must or must not be done in a given situation.

1.6 SCOPE OF THE STUDY:

It has often been argued whether the 'management' is an art or a science. Management is an art concerned with the application of skill and knowledge acquired for the accomplishment of results. It is perfected through knowledge and experimentation. The process of management

actually involves the use of skill. Every manager must have his own approach to solve the problem; therefore, it is an art. But also it is a science. Science implies a systematic body of knowledge acquired through observation, intelligent experimentation and speculation. It proves theory principles and the laws of any branch. Management is also possessed by these characteristics. It is a systematic knowledge based on the results of various tests. These principles are universally accepted.

Today, the management is very important and is univesally 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 on the study of the management process and the functional areas of management adopted by Shri Shahu Chhatrapati Mills Limited, Kolhapur, Based on the findings, remedial measures may be suggested to enhance the efficiency of the organization. It is a case study of the textile industry - Shri Shahu Chhatrapati Mills Limited, Kolhapur.

1.7 OUTLINE OF THE STUDY:

The Dissertation is divided into Six Chapters as follows:

Chapter-1 : Research Design:

In this Chapter, the framework aspects of the study, i.e. the objectives, the methodology adopted, sources of data, the scope and the significance, have been highlighted.

Chapter-2 : Theoretical Background:

In this Chapter, the theoretical aspects pertaining to the management process, i.e. meaning and definition of management, levels of management, etc., have been extensively discussed.

Chapter-3 : Growth and Development of Textile Industry:

In this Chapter, a review of the textile industry since its inception has been offered; particularly, cotton-primacy, industry ailments, government policies, export scenario and present industry situation have been highlighted.

Chapter-4 : Organizational Profile of Shri Shahu
Chhatrapati Mills Limited, Kolhapur:

In this Chapter, a profile of the organization being studied is sketched, together with a brief history of Kolhapur and its environs, the study area.

Chapter-5 : Management Process adopted in Shri Shahu
Chhatrapati Mills Limited, Kolhapur:

This Chapter is developed entirely out of the primary data collected regarding the management process adopted in the study organization. The data is appropriately tabulated, analyzed and interpreted to derive definite findings.

Chapter-6 : Conclusions and Suggestions:

The Chapter is devoted to presenting the conclusions arrived at at the end of the study and also to offer certain meaningful suggestions based on the conclusions drawn.

The questionnaire used for collecting the primary data forms the Appendix and the Dissertation is concluded with a comprehensive Bibliography.

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