

Chapter-2

ORGNISATIONAL STRUCTURE OF UNIVERSAL LUUGAGE MANUFACTURING PVT. LTD., SATARA

2.1 INTRODUCTION

2.2 MEANING OF MANGEMENT AND ORGANISATION

2.3 MANAGEMENT AND ORGANISATION AT UNIVERSAL LUGGAGE MANUFACTURING CO. LTD., SATARA

2.4 MANAGERIAL AND ORGANISATIONAL PROBLEMS AND PROSPECTS

2.5 REFERENCES

2.1 INTRODUCTION

In this topic we are going to overlook management of Universal Luggage Manufacturing Pvt. LTD., Satara and its organizational structure. Organizations are made up of people and function through people. The resources of men, machinery, man and material are called co-coordinated and utilized through people. It's not possible that these resources alone can fulfill the organizational goal. If the organizational goals need to be achieved then all these resources have to work united. All the activities of an organization are initiated and completed by the person who makes up the organization. Therefore, these peoples are called as human resources. According to L.F.Urwick, "business houses are made or broken in the long run by markets or capital, patents or equipment but by men."¹ Of all the resources manpower is the only resource which does not depreciate, with the passage of time. Human Resource does not depreciate, with the passage of time. Human Resource represent the quantities and qualitative measurement of the workforce required in our organization.

Management may be defined as a set of policies, practices and program designed to maximize the organizational goals. It is the process of binding people and organization together. The function of management may be defined as comprehensive function, people oriented, action oriented, individual oriented, development oriented, pervasive function, continuous and future oriented, challenging function, science as well as art, staff function, discipline, interdisciplinary and nervous system of any each organization.

Through this chapter we will be able to understand the organizational structure of any organization. With the help of overall comparative study on management and organizational structure of Universal Luggage Manufacturing Pvt. LTD., Satara or any other organization. We can create the push factor and pull factor of the company. Because generally it is observed that management is the creator or destroyer of any organization. Nobody else but the management of the organization can only decide the future of the organization.

Organizational structure of any organization represents the utilization of Human resource and allocation. It also clears the job

design, job specification, job profiles of each employee. Mainly functions of any organization are classified into two categories viz.-1) managerial functions & 2) operation function managerial function mainly consist of function planning organization and directing while operational function includes all the labor work done in an organization.

All these factors and categories related to Universal Luggage Manufacturing Pvt. LTD., Satara are discussed hereunder in this chapter in detail.



2.2 Meaning of Management And Organization

The concept of business is as old as human history. Human beings have been engaged in some sort of acting for making his live hood he has been engaged in some economic activity or the other to satisfy his need. Apart from the managerial activity of buying and selling these are other activities needed to facilitate trade or exchange of goods and services. Management is one of them. Trough the concept of management has so much of universal application the development of the subject is very partial and lopsided. By lopsided to we mean that in a country like India for example where some origination have made rapid progress in the fluid of management in the same country there are many sectors who are aiding for the application of this concept of management. The word management can be expanded to the students in a very simple manner.

Management= Manage+ Men+ Tactfully

Management means getting things done through others with co-operation and co-ordinations. Definitions of management

Peter Drucker- “ it is a multi-purpose organ that manages a business and mange’s mangers and manages workers at work.” ²

F.W.Taylor-“ management is knowing exactly what is to be done and seeing how it is to be done in the best and cheapest way.” 3

Henry Fayol-“ to manage is to forecast, to plan, to organize, to command, to co-ordinate and to control.”

The development of any economy depends upon the development and productivity of industry and the development of industry depends upon the use of its resources and its productivity the quality of people i.e. the work force the quality of technology the management of good internal and external business environment and so many other factors.

The need for quality management is more felt in the advanced economic. Management has a major social responsibility and only a positive approach by the management can fulfill this objective.

Diagram showing Responsibilities of management

1. Towards employees
2. Towards shareholders
3. Towards Suppliers & Creditors
4. Towards Competitors
5. Towards Economy
6. Towards State

- 7. Towards owners of business
- 8. Towards Society
- 9. Social Responsibility of Management

Organizing deals with providing everything useful for smooth functioning of personal, raw material, machinery and tools. The organization function can be further classified into human and material organization. This function deals with the design and development of human organization. In simple words it refer to identifying and grouping of work, defining and delegating responsibilities and authority and forming or establishing responsibilities. These relationships must be properly co-ordinated to secure unity of organization.

Functions of Management-

Managerial

- Planning
- Organizational
- Direction
- Controlling

Operational

- Development
- Integration Function
- Maintenance
- Operational

2.3 Management & Organizational Structure At Universal

Luggage Manufacturing Pvt. LTD., Satara

Management at Universal Luggage Manufacturing Pvt. LTD., Satara can be draw out as per management layout of any other organization. following chart represents the organizational structure in Universal Luggage manufacturing Pvt. Ltd., satara-



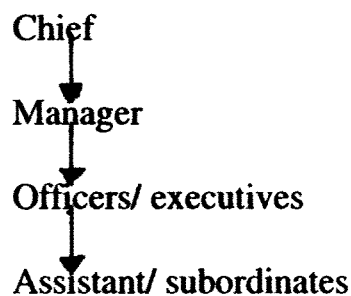
Mr. I. M. Joshi is a DGM who controls Personnel and Administrative policies of co. as well as excise. There are five departments working under him or reporting him viz, Accounts, production, Store, Material, Design & Development. The experts in respective field who are designed as mangers of that particular department head all the department executives or officers are

responsible to report their immediate i.e. managers. Supervisors are appointed to keep control on workers. Thus there are 55 official staff and 171 workers. All the Personnel and Administrative policies are implemented in the company with the help of head of the each department. Administration of the company is well versed with the requirement of workers and employees. Most of the workers are found satisfied with working policies of the company. Employees such as Mr. R. M. Kadam and other who are national award winners (Best Employee) are working for last 23 years for the company; are found grateful towards the administration of the organization this is the receipt of good organization and management of the company. The process of creating an organization structure is known as organization. According to Allen organization is the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling the people to work most effectively together in accomplishing objectives.”

An organizational structure describes formal relationship which can be line relationship, staff relationship, line relationship exist

between supervisor and subordinate. Line refers to these positions and elements of the organization which have the responsibility and authority and one accountable for the accomplishment of primary objective. Staff elements are these which have responsibility and authority for providing advice and service to line in the attainment of objective.

Each department at Universal Luggage Manufacturing Pvt. LTD., Satara is consist of line and staff structure in line structure it consist assistance-subordinate and staff structure consist of officers – executives. It can be represented by following chart-



Responsibilities of managerial staff includes policy formulation, advising, assistance and service, monitoring and control etc. each manger or officer has to play the role of specialist as an information source, as a change agent as a controller, as a liaison man,

as a housekeeper and as a fire fighter. The type and scope of management responsibility and authority are depend upon needs of the particular organization. Manager is their to assist, advice counsel and guide the line executives in the performance of organizational function.



2.4 Managerial & Organizational Problems and Prospects

If there are problems between two employees or groups of employees or between employer and employee then it becomes the reason for individual conflict or disturbance in industrial relations. Many different persons and personalities work under single roof at any organization. It is obvious that they develop relation with each other. These relations directly affect the productivity and working of employees that is why it is important to take utmost care of these relation. Industrial relation not only undertakes the concept of relation between employer and employees but it also includes management and organization of employees. Now a days it undertakes organization of employers also.

In day to day business working each organization goes through number of obstacles and ever new critical situation. These may be internal or external. External problems are generally related to legal, local, Governmental, political or such other issues. External problems may be keep in control by maintaining an organization build good image of an organization in the market. We can say that external situations are comparatively controllable than internal problems.

Internal problems are mainly related with operational and managerial problems, operational problems are related to production, raw material, resources of production their allocation and utilization etc. financial problems are generally related to cash flow or fund flow of an organization. For better utilization of resources, financial and operational problems are manageable or controllable. Operational problems can be controlled by maintaining regular and sufficient supply of resources. Timely supply of resources at required quality and quantity minimize the operational problems. Same formula is applicable to financial problems, supply as per demand is the solution for all these problems.

One of the most important factor of production is men. If there is shortage of manpower then the total system get handicapped. Proper supply of employees can be manner by providing training to existing employee or through outsourcing. But first method is more convenient than outsourcing. In his method organization select the manpower from the their available source only either by providing training to them or education them etc. outsourcing is comparatively

costly and time consuming and not that reliable source for recruitment.

Thus we can conclude that training is beneficial both for employee and employer/ training helps employee in career development, training upgrades their knowledge and improve their skill. Training is the shortest method to get the right people at right place.

2.5 References

1. L.F. Urwick: Human Resource Management, P.210.
2. Peter Drucker: Theory of Human Capital Development 1999.
3. F.W. Taylor: Principles of Scientific Management'1911.