

CHAPTER NO. I

RESEARCH DESIGN AND METHODOLOGY

- (A) INTRODUCTION
- (B) OBJECTIVES OF THE STUDY
- (C) METHODOLOGY ADOPTED
 - (a) SECONDARY DATA
 - (b) PRIMARY DATA
 - (i) DISCUSSIONS AND INTERVIEWS
 - (ii) MEETINGS
 - (iii) RECORD
 - (iv) QUESTIONNAIRE
- (D) SAMPLE SIZE
- (E) SCOPE OF THE STUDY
- (F) SCHEME OF THE STUDY

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(A) INTRODUCTION :

The engineering industry plays a crucial role in the economic development of the country besides meeting the increased needs of defence. The industry is making increased efforts to achieve the high rate of industrial growth. It has also set itself a very high export target of Rs. 9,000 Crores to be reached by 1990-91 so as to meet the foreign exchange requirements of our increasing import bill.¹

The medium and small engineering units have a distinct role to play in achieving the national goal of increased industrial production and in solving the problems in the field of exports and imports as these units have a vast potential for growth. However, they have to make enormous efforts to achieve greater productivity and better quality products. The industry has to widen the existing infrastructure and develop facilities and forums for obtaining essential and adequate commercial information, assistance and guidance in following Government procedures and to represent their causes to the Government more effectively, remove the existing bottlenecks and in developing the overseas market.

During 1980-81 the output of engineering goods has increased by 3.6 percent whereas the value of exports of

engineering goods recorded an increase of 22 percent and amounted to Rs. 990.5 Crores during the year. Earlier out of engineering goods had declined by 1.7 percent and exports had increased by only 6 percent in 1979-80. Compared to the previous year.² This was due to the serious power and coal shortage, transport bottlenecks, productivity of raw materials and labour unrest. The recovery in output in 1980-81 was mainly attributable to the easing of these constraints and priority given to the export oriented units in the engineering industry on the allocation of steel and pig iron. Though the growth rate has been rather disappointing the sharp increase in value of exports was mainly due to global inflation. Heavy and light engineering industries constitute one of the modern industrialisation heralding and subsequently strengthening economic development. More particularly mechanical engineering can be considered as the core of engineering industry which is concerned with the production of intermediate and finished goods from iron, steel and other materials.

Kolhapur has been a traditional centre of mainly medium and light engineering industry for a long time. The engineering units are facing the problems like - less capacity utilisation, diversification, improvement in

techniques, etc.' The study of such crucial aspect is important. Hence our attempt is to study the 'Administrative and Managerial problems in Engineering Industry in Kolhapur city' and to suggest some ways and means to solve them for survival and growth of all these small scale units. As well as to work more efficiently and contribute significantly to the process of regional development.

(B) OBJECTIVES OF THE STUDY :

- (1) To study the set up of Engineering Industry in Kolhapur city - The origin, spread up and present position of engineering units.
- (2) To identify the administrative and managerial problems existing in Engineering Industry at Kolhapur.
- (3) To make a comparative analysis of the problems existing in different types of units.
- (4) To see whether there is any unique problem existing in all the units.
- (5) To analyse the findings of the data collected.
- (6) To give recommendations for the efficient functioning of the organisation.

(C) METHODOLOGY ADOPTED :

In order to accomplish the above objectives it was necessary to collect the required data from various sources. The primary data is collected through discussions, personal interviews, attending meetings, observation and questionnaire. The secondary data was readily available through published and unpublished materials.

(a) SECONDARY DATA :

Regarding the theoretical analysis and functional areas in Business Administration, secondary sources are made use of - for this purpose the libraries of :

1. Chhatrapati Shahu Central Institute of Business Education and Research, Kolhapur
2. Shivaji University, Kolhapur
3. Rajarshi Chhatrapati Shahu College, Kolhapur
4. Pandharpur College, Pandharpur, District:Solapur
5. Annasaheb Awate College, Manchar, District:Poona

were consulted.

(b) PRIMARY DATA :

Primary data is collected through following ways :

I) Discussions and Interviews :

The detailed discussion with the persons directly and indirectly related with the engineering units were consulted. These persons are Secretary and Chairman of Kolhapur Engineering Association; Chairman, Kolhapur Chamber of Commerce; Public Relation Officer, Kolhapur Engineering Association; Director, Small Scale Industries Extension Service Centre, Kolhapur; Chief Officer, District Industries Centre; Chief Officer, District Statistical Bureau; Secretary and Chairman, Shirolji Manufacturing Association; Chairman, Kolhapur Productivity Council; Trade Union Leaders, Kolhapur; Managers/Entrepreneurs of the engineering units. These responsible persons provided useful information and data for the report.

II) Meetings :

The researcher has attended various meetings of Kolhapur Engineering Association about sickness in Engineering units, shortage of pig iron, problems of finance etc.

III) Record :

The researcher has collected the published record of engineering industry in Kolhapur. It include Kolhapur

Udhyam Varta fortnightly Bulletin or Gokul Shirgaon Manufacturer's Association and its annual report. Annual reports of Kolhapur Engineering Association, Shirolu Manufacturer's Association, The Kolhapur Steel Limited, The Ghatge Patil Industries Limited, Machinen Fabrics Polygraph (India) Private Limited, etc; various articles in daily 'The Economic Times' and weekly 'Commerce.'

IV) Questionnaire :

A detailed and comprehensive questionnaire was prepared and pilot study was made to test the questionnaire. With the help of pre-tested questionnaire necessary information was collected. (Questionnaire is given in Appendix I).

(D) SAMPLE SIZE :

Basically the data was collected from a sample size of 75 units by personally visiting the organisations and administering the questionnaire as well as adopting observation and unstructured interview technique.

This sample was selected on simple random basis representing the various nature of units such as foundaries, oil engine assembly, agriculture implements and other machine assembly units, similarly units manufacturing oil engine and automobile spare parts and fabrication work.

(E) SCOPE OF THE STUDY :

There is a great need for inducting better management in all spheres and at all levels. The critical importance of efficiency in the use of resources and of improving productivity in all spheres of the economy is included for the first time as one of the objectives of the seventh five year plan. There is also a great need on the part of the State Government to maintain strict discipline and observe financial prudence to keep inflation under control. For this purpose the proper administration and management is necessary in each field, particularly in Business world.

At present the small scale engineering units in Kolhapur stands out as a significant part of the social economy, not only in terms of production but also in terms of employment and value added. Now-a-days the technology in engineering industry is changing rapidly. Accordingly they have to adopt new technique quickly for their survival and growth. The study of such a crucial aspect of all these engineering industrial units in Kolhapur city is important.

(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 :

In this chapter a detailed note on the research design, general methodology adopted to collect data and information is explained.

CHAPTER II : INTRODUCTION TO THE THEORITICAL CONCEPTS :

In this chapter the core of theoretical analysis regarding functional areas of business administration and management taking into account production, marketing, finance and personnel is high-lighted on the basis of critical review of the relevant literature.

CHAPTER III : PROFILE OF KOLHAPUR CITY AND SET UP OF ENGINEERING INDUSTRY IN KOLHAPUR. :

A broad profile and historical perspective of engineering industry in Kolhapur vis-a-vis the growth of engineering industry in India is presented in this chapter.

CHAPTER IV : FINDINGS AND ANALYSIS :

In this chapter the empirical findings of the survey have been presented regarding the reality of administrative and managerial problems faced by engineering units regarding production, personnel, finance and marketing. The analysis and interpretation is made in respect of management principles about these four functional

areas. An attempt is made to find the causes of administrative and managerial problems and also tried to get proper solutions to them.

CHAPTER V : CONCLUSIONS AND REMEDIAL MEASURES :

In the light of major findings of the work and conclusions reached, an attempt is made to suggest the remedial measures for better and greater solutions to the administrative and managerial problems in the engineering industrial units in Kolhapur.

: REFERENCES :

1. Kothari C. M. • Kothari's Economic And Commercial Guide of India • Kothari & Sons, Madras, 1982-83
P.12
2. Ibid P.P. 13-15