

**CHAPTER THREE**

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**METHODOLOGY**

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**INTRODUCTION:**

Management is an activity composed of some basic functions for achieving the objectives of an organization through the efforts of its personnel. Management is essential for all kinds of organizations, whether they may be business or non-business organization. This is so, as every organization requires decision-making, the coordination 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 all the resources in an effective manner and makes them productive and fruitful.

Management acts as a creative force in the organization. It adds a real plus value to the operation of any organization by extracting a little extra value out of each person. 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. It ensures a smooth functioning of the organization by focussing on strong points, neutralizing

weak links, overcoming difficulties and establishing team spirit. Management strives to secure the maximum results by the use of maximum resources.

The management practices constitute planning, organizing, staffing, directing, controlling, motivating, coordination and communication. The study of each practice is important. Hence, our attempt is to study the management practices adopted by Shree Warana Sahakari Sakhar Karkhana Limited, Warananagar, and The Ugar Sugar Works Limited, Ugar, to compare the management practice adopted by these two different organizational sectors of the sugar industry.

#### **OBJECTIVES OF THE STUDY:**

The present study aims to investigate management practices adopted by two different organizations from the sugar industry. The following are the specific objectives of the study:

- (1) To study different dimensions of management practices and policies, such as planning, organizing, staffing, directing, motivating, controlling, coordinating, communication and decision-making;
- (2) To study the management practices and policies adopted by Shree Warana Sahakari Sakhar Karkhana Limited, Warananagar;

- (3) To study the management practices and policies adopted by The Ugar Sugar Works Limited, Ugar;
- (4) To make a comparison of management practices and policies between these two organizational sectors, i.e. cooperative and private;
- (5) To analyse and interpret the data collected.

#### **SCOPE OF THE STUDY:**

Management, which is of comparatively recent origin, has a tremendous impact upon the organized work and its effectiveness. The practices and policies of management have proved essential to the successful operation of both business and non-business organizations. It has also contributed to the higher values of human culture and civilization. Management practices and policies have shown the way to creating congenial environments, in which the people working in groups can contribute to the maximum of their ability to accomplish the given goals. Management's importance 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 practices and policies adopted by two different organizational sectors related to sugar industry and to compare the management practices and policies

adopted by these two different organizations.

In order to study the management practices and policies adopted by the aforesaid two organizations, a comprehensive questionnaire was administered to the top and middle level management personnel of the two organizations. Besides, informal interviews also were taken of these personnel, in order to extract additional information with regard to the management practices and the policies adopted in these two organizations.

**An Explanatory Note on each Function:**

**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. Planning is basically an intellectual process, which involves decision-making. It is the most important step in the process of getting the results. In other words, planning is a pre-determined course of action to accomplish the set objectives with the greatest economy and certainty.

**2. Organizing:**

Organizing involves determining activities needed to fulfil the objectives, group these objectives into manageable units or departments and assigning such

groups of activities to a specific manager or managers. Their relationship must be properly coordinated to bring about a harmonious integration.

**3. Staffing:**

Staffing involves filling up the positions needed in the organizational structure by appointing competent and qualified persons for the jobs. Staffing process, therefore, provides the organization with adequate, competent and qualified personnel at all levels in the organization. So, the systematic approach to the problem of selecting, training, motivating and retaining managerial personnel in any organization is referred to as 'staffing'.

**4. Directing:**

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

**5. Motivating:**

Motivating can set into motion a person to carry out a certain activity. Motivation assumes a unique importance in modern business management. Democratic leadership heavily relies on motivation of employees through financial and non-financial incentives.

**6. Controlling:**

Controlling is the process of measuring the actual results, comparing these results to plans or some standards of performance, finding out the causes for deviation from the desired results and taking corrective and remedial measures, whenever necessary.

**7. Coordination:**

Coordination means to combine an activity into a consistent and harmonious action. It is the integration or orderly pattern of group efforts in the enterprise towards the accomplishment of the common objectives. It means to unite and correlate all the activities in the organization. Coordination ensures unity of direction by way of securing spontaneous collaboration on the part of different departments.

**8. Communication:**

It involves an exchange of facts, feelings and information by two or more persons and provides the means of putting the personnel into action in an organization. It conveys ideas, opinions or decision of managers to the subordinates at different levels of the organization and carries back information, suggestions or responses from the subordinates.

**9. Decision-making:**

A decision is an act of choice wherein an executive forms

a conclusion about what must and must not be done in a given situation. A decision is something that takes place prior to the actual performance of the action that has been decided upon. The selection based on some criteria of one behaviour alternative from two or more possible alternatives.

#### **RESEARCH TOOLS:**

##### **Questionnaire on Management Practice:**

The questionnaire prepared with regard to management practices adopted, consists of various function, namely:

1. Planning,
2. Organizing,
3. Staffing,
4. Directing,
5. Motivating,
6. Communication,
7. Decision-making,
8. Coordination.

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 consultation with the faculty members and those people who are in the field of management. In addition to this, the



researcher referred different literature related to the management field.

Initially, 70 questions were prepared to project management policies and practices in an organization. After consulting with different experts, the project guide and faculty members, the final questionnaire was prepared.

#### Pilot Study:

A pilot study was taken to test the validity of the questionnaire in one organization. The questionnaire was administered to ten respondents. Based upon the responses gathered, three questions were modified and six questions were deleted on the ground of ambiguity in their structure. Finally, following were the functions and number of questions for each functions:

- B) Planning : 1 to 11 questions,
- C) Organizing : 1 to 7 questions,
- D) Authority and Responsibility : 1 to 3 questions,
- E) Staffing : 1 to 12 questions,
- F) Directing : 1 to 2 questions,
- G) Communication : 1 to 6 questions,
- H) Motivation : 1 to 2 questions,
- I) Controlling : 1 to 8 questions,
- J) Decision-making : 1 to 8 questions,
- K) Coordination : 1 to 6 questions.

In the final version, totally 65 questions were included. The questionnaire includes multiple-choice: 'yes' or 'no' and also open-ended questions.

#### Interview Technique:

An informal interview was conducted to elicit more information regarding the management policies and practices adopted by Shree Warana Sahakari Sakhar Karkhana Limited, and The Ugar Sugar Works Limited.

#### Data Collection:

A formal introductory letter from the Principal of Chh.Shahu Central Institute of Business Education and Research, Kolhapur, was taken, explaining the purpose of the research and to help the researcher in seeking the information needed. With this letter, the researcher approached the concerned people in the organization.

The primary data was collected through a cyclostyled questionnaire given to the respondents. The secondary data was collected from the annual reports and other relevant documents. Although most of the respondents were well versed in English language, yet there was a need for explaining some questions. All the respondents extended their full cooperation in data collection.

**Samples:**

The samples were drawn from each organization, the level of hierarchy, top and middle level management of the organization under study.

**Size of the Sample:**

Since the study was related to management policies and practices, the universe of the sample considered for study, the top and middle level management. In both the organizations, managing directors were asked to complete the questionnaires separately. It was almost a personal interview, which the researcher directly contributed.

**Statistical Analysis:**

The raw data were analysed by using classification and tabulation technique for calculating the frequency. After classifying and tabulating the data, necessary Tables were prepared on each function for detailed interpretation of the data collected through the designed questionnaire.

**Limitations of the Study:**

The limitations of the present study are as follows:

1. The present study is restricted to only two organizational units, one from the cooperative sector and the other from the private sector and hence, has its limitations.

2. Because of time constraints, the researcher restricted the samples to only the top and middle level management;
3. Although an attempt was made to cover all the aspects of the management practices in the questionnaire, yet it is quite possible that some of the aspects may have been skipped over.
4. The analysis of the data collected is based purely on the responses of the respondents.

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