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CHAPTER - 1

THE GROWING FIELD OF MANAGEMENT AND
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PART-I

THE GROWING FIELD OF MANAGEMENT

INTRODUCTION:

Management, in its context and form, from the scientific point of view, is a development of the present century. Men from different disciplines such as psychology, science, engineering, mathematics and politics etc. have contributed to its growth in one way or another. The management field, therefore, is no longer the same as it was in the last century of say, even before the second world war. How it has happened? is a matter of great concern to all those who, particularly speaking, work in the area of management. The management services, for example, can no longer be carried on as in the past. It is not merely a case of operation on a large scale but also the kind of operation to be performed with ever changing gadgets and concepts, for example, automation and clean technology. Man in raw, is necessarily, no longer essential to the industrial development. He has to be trained and educated continually in a wider framework; for the republic of technology is a world of continuing obsolescence. As in earlier times, human mind could not handle and process vast amounts of incoming information. Computers for man have become handy to solve his day-to-day complex problems in the fractions of seconds. His
game does not stop here; for he addresses new and newer questions to their new and newer generations, say, in analysing balance sheets and quality controls etc. Take the case of automobile industry. There was hardly a job in this industry at the beginning of this century. Now, it is a large scale industry, with stakes and risks, in almost every country of the world. Recession in industry means loss of jobs, loss of profits and export earnings. The quality of life no longer remains the same; for it gets depressed until the recession ends. In the meantime, consumers become sophisticated and fussy in their habits, while buying cars for themselves. It is then not difficult to imagine the growing field of management in our times. For part of these reasons, such as mentioned above, it is relevant to have a close look at the nature, meaning and definitions of management.

THE NATURE, MEANING AND DEFINITION OF MANAGEMENT:

The modern thinking on 'management' began somewhere in the eighteenth century. In fact, it is the first industrial revolution (1760-1830), which encouraged and hastened its arrival in the West. It brought in its train fundamental changes in industry and commerce on a scale never imagined in the entire human history. In the present era, there is a tremendous increase in the size of market followed by technological changes and progress. Thus any enterprise, established with a profit motive or for some social purpose, requires managerial skills for its sustained progress. The Indian philosophy, as far back as 2000 B.C., regarded management as wholistic and value
ridden. It was the counte de Samit Simon (1760-1821) and Fourier who foresaw management before it came actually into existence. Alexander Hamilton (1757-1804) saw, in management, the vehicle of economic and social development. Robert Owen (1771-1858), tackled the problems of productivity and motivation. It was, however, F.W. Taylor, (1856-1915), who advocated and stressed as well, the application objective approaches to the study of management. France was not far behind, where. Henry Fayol developed the modern management theory, and, th eby identified several principles as well as activities of management. On surveying the relevent literature, it becomes difficult to define management in precise terms. The reason is that one doesn't arrive at the unanimously agreed definition on the nature and meaning of the term 'Management'. It is a restricted view of management which states: "Management is what the management does". Through this definition, it becomes difficult to see the evergrowing field of management in its entirety. According to Harold Koontz, "It's the art of getting things done for the benefit of Community". Batten is a bit more specific when he regards management as, "the development of people rather than direction of things". One of the most fundamental aspect of management is the philosophy that underlines all its activities. It has reference to basic guidelines that direct the actions of a manager. Managerial action is becoming increasingly professional day by day. Broadly, speaking it is also regarded as a function of process which comprises:
1. Planning  
2. Organising  
3. Executing  
4. Coordinating  
5. Controlling  
6. Management by objectives  
7. Communication  
8. Motivation  
9. Performance standards  
10. Maximisation of profit.

Peter F. Drucker goes still further and considers management as "a multi-purpose organ that manages business, managers, workers, and work."[^4]

**HUMAN RESOURCE MANAGEMENT:**

With the passage of time over the years, other concepts emerged. These were organisational climate and improving human relations (Elton Mayo, 1930); systems approach and work design (Kurt Lewin 1930); participating management and organisational development (Tavistock Group, 1940-50). It should not be lost sight of that the management of any enterprise has its own past, present and future, if it is to survive at all. This remark applies to the management of all enterprises in general in respect of their organisational performance as exemplified in continuing productivity, efficiency and growth. Recently, there is acceleration of managerial interest in the human aspect of the business enterprise. This concept is called, "Human Relations Approach." It is now presumed to be an important concept in management. Trained and skilled human power has become the order of the day. It is, therefore, the least surprising that both managers and workers are subjected to psychological testing for judging their suitability as well as potential rather than their
physical looks in industrial jobs. There is then special emphasis on determining the needs, attitudes and achievements of workers. This new concept reflects with what elegance and grace, the work of the organisation is to be carried on. In a way, it is the "totality of experience" in regard to workers at all levels, places of work and other varied aspects, of the organisation. More precisely, it is defined as a process which, "brings workers into contact with and causes them to be influenced by their leaders, their jobs and other elements of the organisation where they work." 

Human Relations is one of the priority areas in any organisation. It can be ignored by any organisation at its own peril. In other words, it is regarded as a function which is discharged by people. In 1983, the American Society for Training and Development, identified the following nine areas of human resource management and development. These areas are:

[a] Training and development.
[b] Organisation and development.
[c] Organisation/Job design.
[d] Human resource planning.
[e] Selection and Staffing.
[f] Personnel research and information system.
[g] Compensation/benefits.
[h] Employee assistance.
[i] Union and labour relations.
INTERNAL and EXTERNAL Influences on the Management of Industrial Enterprise.

**Fig 1.1**

- **Acquisition**
  - Human resource planning
  - Recruitment
    - Internal
    - External
  - Employee socialisation

- **External Influences**

- **Maintenance**
  - Safety and health
  - Employee and labour relations

- **Motivation**
  - Job design
  - Performance standards
  - Job evaluation
  - Discipline

- **Development**
  - Employee training
  - Management development
  - Career development
It is now not difficult to see how each of the nine areas impinges on human resource output, quality of life, productivity and readiness for change.

Lastly, the business enterprise does not only look within but also outside of it too. It has to establish close links with other systems of the economy too (see fig. 1.1). So in order to be efficient, it has to involve almost all aspects of management. Undoubtedly, the human part revolves around the various components of management process. Hence, both internal as well as external factors determine the Management of any industrial enterprise.

CULTURAL LANGUAGE OF CONTEXT:

Apart from human resource management, one more dimension recently hooked to the concept of management, is the, "Cultural Language of Context". If ignored, it can go a long way in marring the foreign business. While doing business with other countries, the cultural practices and traditions of those countries should be understood sufficiently in their varied contexts. It is illustrated on a continuum, in fig 1.2. This figure shows that the Swiss, unlike, the Arabs, consider and decide their business prepositions, comparatively speaking more quickly.6

GENERATING AND SUSTAINING THE COMPETITIVE EDGE:

At one stage or another, in the growth of an enterprise, the executives, according to Theodore Levitt, suffer from "marketing myopia". If care and caution are not taken, the industry may decline and finally perish itself permanently.
Fig 1.2 showing the magnitude of the cultural context for doing business with a particular country.
Thus, it is essential for the management staff to understand the nature of a foreseeable competition. To be more specific, all the countries of the world are not at the same level of industrial development. So, the handicapped race is to be run imaginatively, competitively and cooperatively by any country suiting her own requirements. According to Philip Kotler et.al., the characteristics of this new competition are:

1. A highly intelligent, disciplined and skilled work force working at lower wages than their western counterparts.
2. Cooperative labour and management relations.
3. A medium and high-tech orientation in the countries enabling them to compete in the industries that are the main in the west.
4. Capital sources that accept lower rate of return and considerable longer payout horizons.
5. Government direction and subsidization to help business.
6. Frequently explicit protected home market.
7. Sophisticated concepts of business and marketing strategies.

CLOSING REMARKS:

We have referred in brief to the various aspects of management including its nature and definition. We have also referred to how the field of management grew under the impact of the first industrial revolution. The growth of the automobile industry
all the world over is a case in point which has been briefly described separately in the appendix-1. We in this country are about to enter the post industrial society which very likely, like the West, is going to be dependent upon information and time. Science and technology have become the "growing edges" of our society which are continuously changing it beyond recognition. Consequently, there awaits a threat to the dignity of man who is increasingly becoming "raw and unskilled". He is, in other words, becoming a sort of "dead capital". To set the situation right, the field of human resource management and training has emerged. It is becoming more and more relevant to the needs and aspirations of our people. Let us ask a question. "WHAT IS MANS' DEAREST POSSESSION"? It is: "His Life". This life has to be lived meaningfully and with purpose as well as dignity. Man also wants to relate himself to others. Unlike the West, we have our own highly prized treasure of spiritual wisdom. It gives us inner strength in the face of physical difficulties. In other words, human relations also require to be developed while men are out at work. Man is now longer a numerical figure to be tossed about here and there. He is real entity who is responsible for his actions and decisions. He also has a moral obligation to contribute to the welfare of his fellow men. The less fortunate among us need his special concern and attention. Thus is glorified the individual and his respect and other fellowmen. It is of interest to add that Sloan of the General Motors in USA developed a new management technique which is equally valuable elsewhere too. Its eight finest ingredients are:
1. The facts, the constant search for truth.
2. The open mine. Policy based upon analysis without prejudice.
3. Courage. The willingness to take a risk, recognizing that leadership exacts price.
4. Equity. Respect for the rights of others.
5. Confidence. The coverage of one's convictions.
6. Loyalty. The willingness to make a sacrifice for the cause.
7. Search for progress. There must always be a better way.
8. Work. The catalysis that energizes all these ingredients so that this may take their respective parts in promoting cause.

PART - II

MANAGERIAL EFFECTIVENESS - A CONCEPTUAL ANALYSIS

INTRODUCTION:

Managing Human Resource is very essential in the present times in all organisations regardless of their place of origin, nature and type of work. Despite its crucial importance, high visibility and versatility and spectacular rise, it is really surprising that the role of human element is the least known and least understood almost everywhere. Even people in the business, frequently do not know what they are doing at their workplace. Assessment of managerial potential, in this context, is
very significant area of work for the stability and growth of business. More precisely, the concept of Managerial Effectiveness is one of the priority areas which differs from organisation to organisation and even from job to job. In every organisation, there are quite a few managers who are highly effective, some are less effective and the remaining ones are ineffective. It is quite important to know which factor under which circumstances enables a person to be effective and successful in his work. Alternatively, it is equally important to learn the causes of failure in his work too. Hence, it is very necessary to define Managerial Effectiveness carefully. Even though, a number of tests have been used in various industries to test the job performance and effectiveness of personnel at the lower level, yet not much effort is made in extending the use of these techniques to the selection process of managers even at the first level in managerial line. It is, by now clear that the managers of any enterprise perform several functional activities. The task to assess Managerial Effectiveness is a challenging one, as effectiveness is based upon the configuration of individual differences and task demands, including managerial activities, which ultimately have its impact upon job behaviour, job performance and output of managers. Fig. 1.3, lists the various components of managerial effectiveness.

From this figure, it is clear that individuals act differently in the same given situation. Whereas, the figure is not complete in itself, it specifies only a reasonable range of components affecting effectiveness. This view is based on research studies so far conducted. In fact, it is not so simple to identify accurately the various variables which impinge on managerial work,
Fig 1.3 SHOWING THE IDENTIFICATION OF CORRELATES OF MANAGERIAL EFFECTIVENESS.
within the context of managerial effectiveness. There are very few research studies so far, which illumine the construct of "Managerial Effectiveness". The present study is an attempt in this direction. The study relates to Managerial Effectiveness in a particular industry in a particular region. Specifically, it is a study of Managerial Effectiveness in Automobile Industry of Haryana in relation to managerial styles and personality traits. Let us now examine the nature and meaning of this elusive concept by surveying the relevant literature.

THE NATURE AND MEANING OF MANAGERIAL EFFECTIVENESS

There is no unanimously agreed definition of this term. The popular definitions in literature are many which, on close analysis, appear to contradict each other. In other words, this term suffers from multiplicity of meanings. This term has been little researched upon. Hence the research literature offers little guidance on even where to start? Still, one wishes to know about the nature and meaning of managerial effectiveness as well as the factors which contribute to it, in industrial sector in general and automobile industry in particular. Failure of knowledge on this issue is not only an academic problem but also a practical one too. It is so because this industry contributes in ample measure to the national economy as well as livelihood to many persons. According to Jay Hall, there is abundant literature on this issue which means anything. Unfortunately, it is "long on inspiration
but stingy on fact"\textsuperscript{10} This view is further supported by M. Joseph Fox (1976) who listed five abilities and sixteen qualities really needed in the effective executives. These abilities and qualities are given below:

(a) **ABILITIES:**

(i) Sense of proper judgement.
(ii) Efficient communication ability.
(iii) Political awareness.
(iv) Energetic and selling ability.
(v) Excellent foresight for forecasting and project planning.

(b) **QUALITIES:**

(i) Emotional maturity
(ii) Independence
(iii) Courage and boldness
(iv) Ambitious
(v) Will power
(vi) Empathy
(vii) Cheerfulness
(viii) Resilience and durability
(ix) Toughmindedness
(x) Beliefs.
(xi) Integrity
(xii) Intellectual
(xiii) Logical
(xiv) Adequate knowledge.\textsuperscript{11}

Let us cite another instance of historical interest, which throws some light on the elusive concept of managerial effectiveness. Over 175 years ago, Karl Von Clausewitz, director of the German War Academy in Germany divided all people in four categories, on the basis of energy and brightness (intelligence). He then advised somewhat as follows:
Fig 1.4 showing the action model drafted by Deep Samuel.
(i) Remove or dismiss all those persons from the organisation who are energetic and dull. They do a lot of harm to the organisation.

(ii) Some remedy in the case of those who are dull and lazy. No need to dismiss them in a hurry for they are not in a position to harm the organisation.

(iii) Keep the energetic and the bright one in the personnel department. They enjoy their work and are also keenly interested in improving the various affairs of the organisation.

(iv) Keep the bright and lazy ones as the executives. They are smart enough but too lazy to act fast. Still they will manage to send someone to mend or do what needs to be done.

This view won't work in the present times of modern management. Within the context of human relations, Deep Samuel drafted an action model which comprises employees, work environment and organisational achievement. To illustrate his model, he attempts to answer the question: What really happens to the organisational goal achievement under positive work environment for three different kinds of employees, namely, turned on, turned on able, and turbed off employees? His view is illustrated in fig. 1.4.

His basic idea is that, "turned on able employees as well as turned off employees" should not be left as such, but they should be helped to contribute to the organisational goal achievement by creating and generating positive work environment. This view is further elucidated (see fig. 1.5).
Fig 1.5 showing the same view more explicitly as expressed in fig 1.4 (modified by the author)
The question now arises: What is managerial effectiveness? The simplest way to define this term operationally is that the managerial effectiveness is what the effective manager does. And he may do anything erratic? Let us, therefore, list some important definitions of managerial effectiveness as encountered in literature before arriving at the working definition of managerial effectiveness used in this study.

THE VARIED DEFINITIONS OF MANAGERIAL EFFECTIVENESS

Unrandom things, matters and situations just do not happen. In a given set of conditions, it is the business of the managers to produce something useful and saleable by managing it appropriately. He has to take care of customers, past, present and future. He has to take care of their changing fashions and tastes by developing new and newer products at affordable prices, say, here in case of cars. His effectiveness is partially contingent upon interpersonal relationships between the manager and his subordinates, varied task structures, changing marketing conditions and last, but not the least, his power and influence. Let us now mention some definitions of managerial effectiveness from literature and, in the process clarify this concept as we go along in this exercise:

1. It is the extent to which a manager achieves the output requirements of his position.14 (Bill Reddin)

2. It is a power concept in management which tends to become blunt on use.15 (Brodie and Bennet)
3. It is doing the right things. It is reflected in the extent to which the desired result is determined.  
(Peter F. Drucker)

4. It is a group output and comprises moral and the satisfaction and welfare of individual members of the concern. 
(Morse and Wagner)

5. It is something which entails strategic problem solving, conflict handling, resource management organizing information, motivation for growth and development. 
(Boss and Stodgill)

6. Managerial/executive effectiveness is equal to "Ability x Motivation x Opportunity" where ability is more or less synonymous with skills and attributes. 
(Dewonshore)

7. It is very difficult to define managerial effectiveness precisely. However, several characteristics have been used to study it. These are human potential, human personality, physical as well as financial resources. 
(T.V.Rao et.al.)

8. He lists the following aspect of Managerial Effectiveness Construct:
(1) Centrality (2) Integration (3) Productivity (4) Inter-role linkage (5) Helping (6) Relationship (7) Super ordination (8) Influence (9) Growth (10) Confrontation 
(Udai Pareek)
9. He distinguished between leadership effectiveness and managerial effectiveness psychometrically. The former is linked to symbols and culture; and the later to

(i) Emphasis on rationality
(ii) Emphasis on organizational structure \(^{22}\)  
(Boleman & Deal)

10. It, mathematically speaking comprises four factors which are:

(i) Consideration (smooth human relation, personal policies and welfare of the employees).
(ii) Ability to cope (creativity, innovation and allocation of resources).
(iii) Leadership (participative and democratic).
(iv) Control (discipline and concern for development) \(^{23}\)  
(B.C. Muthiya).

11. Though there is a clear distinction between organizational effectiveness and managerial effectiveness in the ultimate analysis yet these are closely linked and interdependent. While organizational effectiveness refers to institutionalized system contributed by team of people and individuals in creating an organizational culture for excellence, managerial effectiveness is more individualistic in nature but relates to group and organizational function. Any change has to be initiated by individuals. \(^{24}\)  
(Singh and Paul)

12. It is difficult to define leader and leadership. According to Chester Barnard (1948), "leadership has been the subject of an extra-ordinary amount of dogmatically stated non-sense"
Joseph C. Rost (1991) shares the same opinion. He also distinguished between management and leadership as follows:

(i) Manager exercises authority relationship, Leader influences relationship.
(ii) Manager has subordinates. Leader has followers.
(iii) Manager produces and sells goods and services. Leader really attempts intended changes.
(iv) Good services result from co-ordinated activities. Mutual purposes are reflected in the latter's case.

His definition does not distinguish between effective and ineffective management. He advises first to check whether the phenomenon under study is management or not. If management, it could be effective or ineffective, good or bad; efficient or inefficient; excellent or mediocre. He is thus aware of the construct of managerial effectiveness.

(Joseph C. Rost)

13. It is the ability of manager to carry out the activities required of his position while achieving the results both current and the future in terms of developing further potential.

(Seeta Gupta)

14. It is any set of managerial actions believed to be optimal for identifying, assimilating and utilizing both internal and external resources towards, sustaining over a long period, the functioning of the organizational unit for which a manager has some degree of responsibility.

(Campbell et.al)
It is apparent from above that the term "managerial effectiveness" has many closely allied and diverse meanings. First, it is to be distinguished from leadership. Secondly, it is to be distinguished from efficiency, for according to Bill Reddin, an efficient manager may still be ineffective. Thirdly, it is to be distinguished from organisational effectiveness which is for all practical purpose is institutionalized in nature. The managerial effectiveness, on the other hand, is individualistic in nature. Fourthly, it has to be considered both at the input and output level. Fifthly, it is more than doing right things, problem solving and conflict handling. Sixthly, it has other aspects too: centrality, integration and profitability etc, but goes beyond them. For example, maximizing profit is not the sole aim of running the business. Superior products, whether foreign or indigenous, do not sell automatically on their own merit alone. What is, in fact, required are the management skills for developing them successfully at affordable prices. It is a long rather than a short term job. It (managerial effectiveness) develops over a period of time, Managerial effectiveness, therefore, cannot at all be confined to efficiency, productivity or profitability etc. Legal problems for the enterprise arise when the so called effective managers break the laws of the country for instant profits. When managerial effectiveness is seen in terms of varied activities by the manager, the qualifying word, "effective" makes the whole difference.

Running the enterprise effectively is a tricky business. It is, therefore, necessary to have another look at the word "effectiveness".
Tools are made and manufactured. Even if effective, a bad workman always quarrels with his tools. Here effectiveness suffers from a skill point of view. Animals are trained but they cannot take responsibility beyond, a certain limit. Here, they suffer from the scope of growth. Men, on the other hand, are trained and broadly educated. Managers, in turn, make use of men, money, material, and equipment for running their enterprises. Using technology imaginatively, effective managers create their own, "man-made" world for the benefit of their community they serve. This is their individual and social development in a wider setting. To that extent, they enrich the enterprise as well as the society to which they belong. Here, as at the Escorts, "performance is vision". It is also, theoretically speaking, limitless for effective managers do not forget the scope of their work, why? It is so because the managers are working at different levels of management. It, in other words, mean that this term is not to be used too loosely. Its very relevance has to be questioned at the conceptual level. The only point being made is that the meaning of this term be not regarded too elastic. If so, it can mean anything in human and technical endeavours. It then ceases to be a research problem. Its meaning has to stop somewhere. It stops according to Bill Reddin, at a point where his (Managers') authority ends.14

THE VIEW OF BILL REDDIN ON MANAGERIAL EFFECTIVENESS

It is not out of place to refer to the views of professor Bill Reddin on this subject. He is a man of immense common sense
in the field of management. He has tested his ideas on several thousand managers in different countries of the world. According to him, this term as described in literature, has the following three characteristics:

[a] It is immeasurable.
[b] It is doing rather than achieving.
[c] It is something trying hard and is not to be equated with efficiency. According to him, managerial effectiveness is a measure of a managers output. It is performance based and is not at all an aspect of personality. Instead, it develops through the medium of situations.

Fig. 1.6  SHOWING THE ROUTE OF EFFECTIVENESS

![Diagram showing the route of effectiveness](image)

This figure 1.6 refers to eight styles and twenty situations (listed later on). One can move from right to left and from left to right. To illustrate, managers must be concerned first with effectiveness, then with situation, in which this effectiveness must occur, and then with the style, generally used as an input to the situation to create effectiveness. If read
from right, managerial behaviour can be seen as an input to a situation that exists. Depending on style, whether appropriate or not, effectiveness will or will not occur. It is equally read in other direction too. Everything starts with effectiveness, then the situation is analysed and then the most appropriate style is decided. According to him, Managerial Effectiveness is the extent to which a manager achieves the output requirements of the position. It is a case of Managerial Effectiveness, when one does right things "rather than does things right". Secondly, when one produces creative alternatives rather than solves problems. Thirdly, when one optimises resource utilization rather than safeguards them. Lastly, but most important, one obtains results rather than simply discharges duties. It is, therefore, the least surprising, when he remarks that one could be hundred percent efficient but zero percent effective.

Further he approaches his viewpoint, through the series of eight styles, which are as follows:

1. Deserter  
2. Missionary  
3. Autocrat  
4. Compromiser  
5. Bureaucrat  
6. Developer  
7. Benevolent Autocrat  
8. Executive.

According to him, style is the "core of what, it means to be a person", a manager in this case, who has to perform a wide range of activities. This concept of Managerial Styles, has been discussed in detail later on.
The last element is "Situation", which means highly related type of behaviour. All managerial situations can be easily broken into twenty elements. Some concern people, some concern the process to achieve productivity, and some concern the interaction between people and productivity. The following are twenty such situational elements:

1. Superior : the person to whom you report.
2. Co-workers : managers of equivalent level or authority with whom you interact.
3. Subordinates : those who report directly to you.
4. Staff Advisors : knowledge workers usually with low authority and power, whose job is to provide information and advice.
5. Unions : union representatives or members of union.
6. Customers : the purchasers of the company's products and services.
7. General Public : anyone who is not an employee of the company.
8. Creativity : the production of ideas.
11. Planning : the specific means whereby objectives are realised.
12. Implementation : the actions that are taken to realise plans and decisions.
13. Controls : methods of monitoring actions so that adjustments can be made if necessary.
15. Productivity: the levels of the manager's output of those things required by the managers superior.
17. Conflicts: disagreements.
18. Errors: things that go wrong.
19. Meetings: two or more people coming together to discuss something.
20. Teamwork: interaction between two or more people with high emphasis of both task and relationships orientations.

FURTHER ELUCIDATIONS BY PETER DRUCKER:

Let us now put forth views of Peter F. Drucker on this issue (18). The basic issue is hardly clarified when he says that every achievements of management is the, "achievement of executive" and so is the "failure". He is quite right in his opinion when he says that Effectiveness is at the very bottom of the success of the enterprise while efficiency simply keeps it floating. In other words, it keeps surviving after the initial success has been obtained. It is more than sufficient for the construct of managerial effectiveness to generate its own alternatives to suit varied occasions. It is a point of view highly relevant to our economic situations too. Prof. Drucker is very right when he sees effectiveness focussing on opportunities generating relevence, creating markets and changing in the very economic character of current
products and markets. 

CLOSING REMARKS:

"What is managerial effectiveness?" therefore, does not receive the same answer. The automobile industry is going to be a billion rupees industry in the near future. It has also to have its own reasonable share in the international market. Its success here and now depends upon the availability of effective managers. It is precisely for this reason that the term managerial effectiveness has to understood empirically rather than at the popular level. So a way out to solve this problem is to list and, thereby, sample the diverse activities of the effective managers. The second step is to dimensionalize these activities through factor analysis and confirm their growth in actual practice in the industry. Such a procedure will definitely go a long way in formulating programmes for the training managers at different levels of management effectively. The concept of managerial styles along with personality variables may also be hooked to it. It is easier said than done when the automobile industry itself, unlike in the West, does not initiate short term as well as long term investigations for understanding her management problems empirically.

CONCLUDING STATEMENT:

Let us now summarize what has been said above. Like the West, the growing field of management is going to offer us high and
higher standards of living. It, in other words, "means ever increasing quality of life. We are rich in physical resources. We have nearly the finest scientific and technical institutes in the world. Our industries produce almost everything we need, say, from pins and nails through automobiles and aircrafts to computers and satellites in orbit. We also gave an atomic bang. We possess as many as eight nuclear plants. Then why does abject poverty firmly stay with us ? The reason is poor management of our human and physical resources in the present day competitive world. V.S. Naipaul is not far wrong when he says:

In seeking to rise, India has undone itself. No one could be sure of anything now; all was fluid. Policemen, thief, politician: the roles had become interchangeable.

It is a highly perceptive remark. The growing field of technology is going to take care of all such factors which hinder effective management: poor personnel management; inadequate coordination; imbalance between responsibility and authority; bureaucracy and inadequate attention to research. It is precisely for almost all these reasons that we need effective managers. They will be then in a position to look beyond "natural resources, pools of labour and scientific knowledge". It is a new framework which is emerging and cannot be ignored at all. Some of its distinguishing characteristics are:

i. Dynamism.

ii. Capacity for innovation.

iii. Increased sophisticated services.

iv. Anticipation.
v. Research, design and development.
vi. Supplier relationships.
vii. Sophisticated training.
viii. Access to foreign markets even at the cost of suffering losses initially by taking long term view of the investment made.
ix. Reduction of unnecessary operations and procedures.

Let us now refer to the construct of "managerial effectiveness". This term suffers from multiplicity of meanings. In other words, we cannot talk precisely about this term. It has to be examined from the psychometric point of view, at all levels of management. The point at issue is well put forward by Robert Quinn. Let us close the entire account on "managerial effectiveness - a conceptual analysis" in his own words.

There have been many attempts to answer the seemingly simple question, "What is an effective manager". Popular speakers, writers, and consultants regularly address this issue. Some argue that to be an effective, a manager must take a hard nosed dollar - and - cents approach. Others point out the need to care for employees. Some press for innovation and creativity. Still others discuss the importance of documentation, information management and control. Armed with logical arguments and dramatic stories, these spokespeople are very persuasive. When we listen to one of them we tend to nod our heads in "agreement". Yes, we say, "that is the secret to being an effective manager". Only when we are confronted by the harsh realities of the in-basket do we stop to realize that management is far more complicated than any of these spokespeople suggest.

Lastly, it is the purpose of research to disclose such secrets.