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Management of Change in a Competitive Market:
A Study of a Public Sector Steel Company in India

Addendum of the Thesis
submitted to the University of Calcutta
for the degree of
DOCTOR OF PHILOSOPHY
(Business Management)
University of Calcutta

By:
Taposh Ghoshal

Department of Business Management
University of Calcutta
Management of Change in a Competitive Market
Study of a Public sector Steel Company in India

Addendum
Reply to the Comments

Chapter-1

P-3

"Perils of the market"
Hardly protection continued to be at 50% of so nominal and effective rates could be much higher.

Remarks
Liberalisation, globalisation and privatisation enunciated in 1991 created competitiveness in the business environment that SAIL found it difficult to adapt to (P-3).

P-8

"Based on ...... managing change"
Obvious, uninteresting

Remarks
Modified (P-8)

P-9

"Leadership of the .....the company"
"Steel Plant ..... This Period"
Why is this important if the questions are the above
Obviously; can hardly be disapproved the way they are stated

Remarks

P-10

"the Case Study Approach"
Actually the case method has not been used. What may be said to be the method of this study is a questionnaire survey. Neither the instrument, nor the sampling is scientific and reliable. Where the conclusions are true, they are inane/ too general/ tautological.

Remarks
The phenomenon of change was studied with SAIL as a case in point. For it provided a good example of a company that has made efforts to transform in a competitive environment. The questionnaire was tested for its validity and sample selected as per the established principles of stratified sampling (P-10).

P-11

"In the study ......seem small"
This is OK. “Law of large numbers’ needs to be recognized

Remarks
Sample size was selected considering the homogenous nature of target population (P-9).

P-12

"Competitive market ......SAIL as a case"
Business environment study, organizational study or both?

Remarks
It was an organizational study in relation to its business environment (P-12)

Chapter-2

P-18

"Dr Radha Krishnan ..........balance."
Irrelevant

Remarks
Dropped (P-17)

P-19

"All motion ......encompassing."
Entirely irrelevant, Not relevant.

Remarks
Dropped (P-17)

P-20

"Contemporary theorists ..... change does not"
Irrelevant

Remarks
Dropped (P-17)

P-21

"Increase the ..........from the change"
not pointed enough. The issue is not any charge but organizational charge ’of a large public sector enterprise.
Remarks Contents modified to make it more relevant to a large public sector enterprise (P-18).

P-22

"equation......though it may"

Out of context “Context of people being involved”

Learn to distinguish between the speculative and the empirical/ Your task is to relate your work to the latter.

Remarks Content modified to relate to the issues that have important bearing on managing change (P-18).

"Ian Morrison (1966)"

Is not a quotable work in an academic study. It is too speculative

Remarks Dropped (P-18-19)

P-23

"create ......living from” (Charles Darwin published) (Von Bertalanffy)

Entirely out of context

Remarks Dropped (P-19-20)

The notion of “Open Systems”, and then that of “General System” is not so easily dealt with. The true significance of the contributors of these notions to management and organization is hardly being recognized in your discussion

Remarks Content modified to increase understanding of the forces affecting organizational change (P-19-20).

P-24

“change in the organizations”

Critically evaluate this! This a fashionable statement that has hardly been tested empirically

 Remarks Downfall of many companies like Dunlop, Hindustan Motors, Burn Standard Co., HMT, HEC, ITI, Voltas and IPCL validate the statement made in the thesis. Modified (P-20)

P-25

“vied ......enhancing culture”

Chandler is perhaps far more relevant and directly so!

Chandler’s idea of scale and scope!

Here is little need to argue that organizations need to change, and that change is a complex process! The question is how and when? Does the organization actively strive for change, and what is the context of change?

Remarks Contents changed to make it more aligned to the points made above (P-21)

P-26

"Victor Thompson ...... industrial

Better discussed by economists and sociologists commenting on the industrial revolution (Karl Polanyi, Marx, Adam Smith etc.)

Remarks An attempt has been made to reflect viewpoints of some noted scholars on the subject about the role of technology as a driver of the change process (P-21).

P-27

“Administration......having definite”

very interesting but entirely irrelevant and out of context to the problem at hand.

No sense of what is contextual and what is not. This for instance is important.

Remarks Dropped (P-22)

P-28

"Similarly ......impact”

Sticks out like a thorn!

Remarks Dropped (P-22)

P-29

"Unlike Andrew Pettigrew’s"

His study of ICI is perhaps more directly relevant to your companies/ organizations, and to the method chosen!

Remarks Reference of Andrew Pettigrew dropped (P-23)

P-31

"It is felt ......about the"

Mere intentional. That in itself does not mean that the statement is meaningful.

Remarks In view of the limitations, their points have been considered from the good practices of forward looking companies like Thermax. (P-25)
need for constant...specify their"
Survey without a structure of issues/questions. Seems extremely pointless and acritical.
Remarks: Contents dropped (P-25)

"approach......focus of"
Pointless
Remarks: Dropped (P-25)

effective strategy......on the subject"
Flat/ Pointless
Remarks: Dropped (P-25)

"The review......management is"
Entirely inadequate: Literature review is purely that of a librarian at best. Not analytic or critical.
Remarks: Contents of the literature review have been studied in chapter 5, 6 and 7 (pp 17-26)

Chapter-3

"The case of Steel......market forces"
When discussing a company like SAIL, its control by government should be the most important aspect of its boundary that merits consideration. From SAIL you can hardly 'generalise' or even comment upon large private organizations. But you could about large PSUs if the condition, structure, processes etc. that underlie government control are all brought out and recognized as being important.
Remarks: Modified (P-33)

"The phenomenon......manage change"
Why is this being discussed again here? After having spent a chapter discussing the literature, definition, philosophy etc of change? "As scholars......of change"
Remarks: Dropped (P-33)

"The Indian......things on each"
Irrelevant/repeated
Remarks: Dropped (P-33)

"In the background......conscious life"
Irrelevant/repeated
Remarks: Dropped (P-33)

"The Jainas......we never"
Irrelevant/repeated
Remarks: Dropped (P-33)

die, and......are mutually"
Irrelevant/repeated
Remarks: Dropped (pp33-34)

"dependent......Organism, it is"
Irrelevant/repeated
(Surely, your thesis is not an attempt at a philosophical treatise on change?)
Remarks: Dropped (pp33-34)

nevertheless......novelty. The"
While the Marxian notion of change and societal evolution is very interesting and revolutionary to our understanding of society and the economy. It is 'not central' (at least the way you have discussed it) to the problem of organizational change of a large company (publicly owned) in India!
Remarks: Dropped (pp33-34)

"present should......continuously occur"

3 of 16
Surely even after 54 pages you should not be defining change!

Is that universally true? Late industrializing countries and in many industries as network economies, scale etc. unfold, industries have become less competitive, and more monopolistic since 1905 to 1950; Aluminium industry etc. See Chandler. See also Stephen Magee.

Those that wish corporate world

Obvious!

Here the changing nature of change has been explained and the positive effect that it brings about to organizations who learn to change (Rosabeth Moss Kanter, 1984, The Change Masters, Simon Schuster NY, p-63) (P-34)

With this perspective organization

Are you accepting this? What is your critique? Surely different scholars would have differed? The point is to review these differences critically, and to be able to take positions or to raise empirically testable questions, a view for further examination through your cases!

Incentives, motivation effective organization

Surely, you could have been critical of PN for being all inclusion. The above long list does not promote understanding since it is not subject to being falsifiable, being all inclusive.

The twenty-five initiatives given to promote understanding of factors could be crucial in managing change (Pradeep Khandwala, 1992, Innovative Corporate Turnarounds, P-30-31) However, dropped (P-34)

Although to decide.

Why discuss something that is not essentially disprovable?

Better, but I cannot see the argument. They remain assertions.

Several models the person's

Repeated

Contents modified (P-35)
"Organization...effectively"

More exposition upto this point. Text book stuff. Not a critical and purposeful review!

Remarks: Dropped (P-44)

"World in undergoing through...situation"

When since the Industrial revolution was it not?

Remarks: Considered in the content (P-51)

"aging...advantage."? and on the chapter as a whole.

* Not at contextualised
* Not related to the specific environment today in India
* This is little appreciation of the 'original problem of the authors who have been quoted

Little other than obvious motherhood statements result at the end of the literature survey

* There is not critical review
* There is no sense of the possible differences (in emphasis or otherwise between the scholars quoted

* A whole lot of literature is entirely irrelevant

Remarks: Corrected in view of the remarks (pp 33-53)

Chapter 4

"may thus"

Remarks: Deleted from the text (P-53)

"output is marketed"

What else? If output is not marketed then what?

Remarks: It is part of the definition of Public Sector Enterprise. (P-53)

"public sector industry in India can be traced back to 300 BC"

How? Is it this not irrelevant?

Remarks: History of Public Sector has been traced to give a feel that PSUs as a concept was not a new concept when SAIL was instituted and that people, by and large has had some experience of the working of a PSU (P-56)

"In the years after...nation since"

There is much secondary literature on the role and scope of the public sector in India as stated; as intended, as actually realised, what you could have used. There is not critical and analytical review here.

Remarks: Contents revised to give a new understanding of the issue (P-57)

"The Directive...detriment"

But more so the IPR 1956, etc.

"It would thus...people the"

Remarks: Content modified appropriately (P-59)

"economy towards...it is"

All this could have been brief

Text condensed (pp-59-60)

"equally essential...prevailing in the"

All this could have been very briefly dealt with!

Remarks: Text condensed (pp-59-60)

"country, the...when national"

Well known! Do not need to repeat? And that too without drawing anything fresh out of the same!

Remarks: Dropped (pp-60-61)
Results indicate minerals
This history of PSU steel industry is mere documentation!
Including iron ores Burnpur
Irrelevant/ mere documentation
Content condensed (P-61)
"Works... it is highly"
Irrelevant/ mere documentation
Dropped (P-61)
"Industrialised... the public"
Irrelevant/ mere documentation
Dropped (P-62)
"utilities. The Public alone for"
There is a big problem in your not being able to read correctly what is truly intended
State Capitalism - engender capitalist development (Bombay Plan). You have mixed up
the intention with the rhetoric
Contents modified (65)
The advent of public... plants in the
upto this point the write up is about entirely irrelevant or useless but we hope that from
this page on it has some substance!
Modifications in the content upto this point as suggested, would make it more focussed
(P-55-70)

Chapter-5
Table... Major Facilities... Stage
It is beyond the scope of this study (P-73)
A series... service
Upto this point, you have only provided rather cursory data, which is generally of no
great and immediate significance.

It is a macro data given to provide insight into that way SAIL had been operating first
in a monopolistic environment and then in a competitive situation (95)
The Corporate Workshop of January 1986 How sure are you that was not a purely
formal affair?
It has been recorded as a official document and subsequent initiatives by the company
point to the seriousness with which the decisions of this workshop was accepted.
However, the thesis has studied the degree of success of this and other corporate
initiatives in the light of results achieved by it in the subsequent years (P-95).

"During... at all levels"
Steel pricing committee? Steel allocation committee/ Authority?
Evidence for this!
Spelt out in the corporate document itself as referred in the thesis (P-96)
"observed that there were"
All this will not do!
Which section?
Documented in the company's published document as referred in the thesis (P-97)
"technical... perish"
Mixed up! What are you discussing at this stage!
"increasing... market leader."
Do you accept these contentions?
The contentions have been examined in chapter 5 (5.13.4.2) and chapter 7 (7.6) to evaluate the extent of success (P-99).

"medium ...... and specifications"

Mere unexamined, uncritical, historical listing of a few seemingly important events/training workshops.

Strategy made by the top management of the company evaluated for its effectiveness in chapter 5 (5.13.4.2) and chapter 7 (7.6) (P-100).

"People ...... contribution from people"

How are you so sure? Just because some note said that they would?

Documented official documents issued by the top management of the company (P-101).

"Leadership ...... satisfaction continually"

There is a need to distinguish between awareness of the problem, and the serious intent to do something about it, even before you discuss the implementation.

Documented official documents issued by the top management of the company (P-102).

"monitoring ...... face disaster."

This (talking in terms of change, internal "customer" orientation) had become quite fashionable among corporates in the early to mid nineties.

In SAIL, Internal Customer Satisfaction was taken up seriously as a major corporate initiative under the leadership of chairman, SAIL. This HRD intervention is recorded in the Corporate document "Effective Implementation of Corporate Strategies, November 26, 1993 and circulated by the then Chairman, SAIL, Mr MRR Nair) (P-103)

Was there any economic analysis of the protection that SAIL enjoyed, and of its production costs, overmanning, top heaviness which are all known to even a casual outside observer.

SAIL did not enjoy any protection after 1991 (the period which is under reference in the content) (P-103).

"identified ...... customer service"

All these are sin quo non of a steel supplier. It was only the monopoly position of SAIL that allowed it to ignore any of these dimensions at all.

The kind of analysis is general. Text bookish and not contextualised. They merely amount to intellectualization of a problem/problems well known.

In any case, a mere listing of problems without prioritizing does not amount to serious intent to tackle problems. That much should have been obvious.

These were official decisions taken by the top management of the company in April 1994 and recorded as referred (P-103).

"In short ...... performance"

How was SAIL to achieve this in the situation of almost complete lack of managerial freedom and government controls; and policy (labour, capital markets) constraints

Investment in employee competence, awareness about importance of customers and stress on productivity, streamlining of systems and enhancing speed of managerial processes have always been the thrust areas for the company (Reference Corporate Workshops Chapter 5 -5.13) (P-93)

"having excellent results"

Was there any analysis of the basis of the so-called excellent results? Possibilities on increase in effective protection! High growth in the economy especially in investments?
Remarks

There was no protection. Company strategy documented in Directors’ Workshop

Reports where it was accepted based on analysis (Chapter 6 – 6.23 and 6.34) (P-104)

“A stock ........effectively”

The problem attribution. Simple analysis of operating and financial leverage – that with
no improvement as such, in mode of management, work efficiency etc., financial results
would have improved considerably as inputs held their prices while output prices were
increased!

Remarks

This is a data from Company’s published document (P-105)

P-151

“proCduce”

Remarks

Corrected (P-105)

“SAIL in order ...... attaining global competitiveness”

Benchmark with whom? The details of the bank marketing methodology are obviously
important.

Remarks

Benchmarked with international steel companies globally in key success factors (P-105)

P-152

“Bokaro Steel Plant ......service facilities” (Rs. 1625.79 crores) (Rs 2667.56 crores)

This was largely an intention! How much of it was actually carried out?

Remarks

Modernisation in Bokaro Steel Plant was done to include/ Upgrade Continuous casting
facility, production of Galvanised products and thinner of CR products. The cost
overrun was approximately Rs 300 crores (P-106)

P-153

“G/C/T ......TCS”

How much of these modernisation and investment expenditures were really justified, in
terms of planned sales increase? Were the market studies realistic?

Remarks

The outcome of modernisation could not be felt immediately due to recessionary trends
in the market. Market studies were done by the company and Joint Parliamentary
Committee and were considered realistic (P-106).

P-155

Fig 5.2 Production Summary (Saleable Steel)"

The 80’s keeping with high industrial growth positively affected SAIL too. But the late
90’s were a period of slacking or mere continuation of growth. The recession since
1995-96 has been severe.

Remarks

Considered (P-109)

P-156

“Nominal cost ...... the market”

In relation to inflation, imported steel, cost of principal inputs how does this compare?
It is very important to do that.

The energy efficiency of SAIL is known to be one of the worst in the world!

Remarks

Done in para 2 of chapter 5 (5.17.2) (P-110)

P-157

“Fig 5.4 Capacity utilization (1973 – 1996) (%)

With such low capacity utilization, how much of the planned modernisation justified? In
terms of lower cost of production, product mix etc., was such justification (if at all)
right?

Remarks

It indicates the degree of impact of corporate interventions during 1998 – 96 (point
5.15) (P-95)

P-158

“Sales performance ...... sales graph”

Not just he rise in sales but the growth rate of sales is important!

Remarks

Modified (P-112)

P-159

“Fig 5.6 Gross Margin”

You can see here SAIL exercising its monopoly power (in part) as sales grew.

Remarks

Yes (P-112)

P-160

“Fig 5.8 Labour productivity”

Labour productivity is always expected to rise (learning curve, scale effects, and
induction of new machines). In relation to expected labour productivity given capital investments what was achieved by SAIL?

Remarks Not much. Could relate to 5.15 (chapter 5) (P-95)

P-162 “and ....... goal”

Remarks This conclusion is totally unwarranted. See comments earlier on prices, cost effective protection, scale factors, etc.

P-163 Not much. Could relate to 5.15 (chapter 5) (P-95)

Remarks Modified (P-115)

P-165 “on the company ...... This is”

Remarks There are standard ratios of performance, liquidity etc that can be used. You need not discuss the ratios at a basic conceptual level. Any student of management should be able to distinguish between Return, Risk, Liquidity, and market performance measures.

P-166 “extremely good results”

Remarks Discussed with the help of two graphs to indicate fluctuating trends in ratios (P-118).

P-166 “extremely good results”

Remarks Considered (P-116)

P-167 “Profit before ...... adversely”

Remarks Could have been discussed through a simple table or two.

P-167 “Profit before ...... adversely”

Remarks Considered (P-116)

P-168 “on the company ...... This is”

Remarks There are standard ratios of performance, liquidity etc that can be used. You need not discuss the ratios at a basic conceptual level. Any student of management should be able to distinguish between Return, Risk, Liquidity, and market performance measures.

P-169 “extremely good results”

Remarks Discussed with the help of two graphs to indicate fluctuating trends in ratios (P-118).

Chapter-6

P-170 “As it ..... in particular.”

Remarks Not necessarily. The competition is more likely from East Asia, and ex-soviet block countries due to lower costs, and dumping (depreciated plant) respectively.

P-171 “the challenges ...... SAIL greatly”

Remarks Content modified (pp-121-122)

P-171 “the challenges ...... SAIL greatly”

Remarks But labour and environmental costs in Japan are very high. All this discussion is pointless unless you are able to relate the same to SAIL’s performance, and prospect.

P-172 “Table 6.2 Quality (Surface Defects – Hot Rolled Products)”

Remarks dropped (P-123)

P-173 “Table 6.2 Quality (Surface Defects – Hot Rolled Products)”

Remarks Considered (P-119)

P-174 “Table 6.6 Delivery: Hot Rolled”

Remarks “Table 6.6 Delivery: Hot Rolled”

Remarks Retained (P-125)

P-175 “Table 6.6 Delivery: Hot Rolled”

Remarks Retained (P-125)

P-176 “Table 6.11 Output Performance”

Remarks “Table 6.11 Output Performance”

Remarks Retained (P-137)

P-177 “The cost .... International market.”

Remarks Performance indicators are studied in the context of product augmentation for customers that enables a company to have competitive advantage. Studied in chapter 6 (6.9) (P-139)

P-178 “The cost .... International market.”

Remarks Modified in the text on the page under reference (P-139)

P-179 “The cost .... International market.”

Remarks Compared with US Steel (USA), British Steel (UK), Usinor (France and Posco (Korea) (140).
 Inferior quality of coking coal explained in Table 6.14 (Quality of coking coal is determined on the basis of ash content in it. While Indian coking coal has an ash content of more than 20%, other countries is between 6-8%) (P-140). 

Table 6.16 Comparative Escalation of Cost of Saleable Steel (1982-83 to 1992-93)

Why are you not drawing the obvious conclusion from this table?

Remarks: Content modified (P-141)

Table 6.17 Labour Cost and Productivity in Steel Production (Labour Cost US$ per hour (a))

With this kind of cost difference and a more rational management by SAIL, Indian steel could have become unbeatable in international markets.

Remarks: While the labour cost/hr is lowest in India, the labour productivity Man hrs/tonnes is highest in countries like Germany (5.2 hrs to make one tonne of steel) unlike India where it is 58.4 hrs (P-142).

Table 6.18 Production of Finished Steel in India .... Table 6.19 Categorywise production of Flat products in India

What is the use of this data? Why are you presenting data for its own sake? Surely, a thesis cannot be a mere competition of information.

Remarks: Data referred presented to indicate the degree of competition in the two important product areas i.e. Flat and Non Flat. That determine the competitiveness of a steel maker (P-125).

Table 6.20 Uses of Hot Rolled ... following pattern

Unnecessary! (not required unless you are going to relate to demand/ technical changes etc.

Remarks: Dropped (pp 126-129)

A quick analysis ... products

This is not relevant. Only changes therein are, when the issue is of market performance

Remarks: Modified (pp. 126-127)

Automobile ...... scenario

Same comment as before.

Remarks: Dropped (P-132)

As the ...... leadership

For this 'conclusion' if you may call it as such, were the last page and half necessary?

Remarks: Modified (pp. 129-136)

Galvanising units ...... distribution

Purpose of this data?

Remarks: To indicate the consumption pattern of CR products which are high-end products in steel markets and determine the profitability of a steel company to a great extent Modified (P-132).

"Table 6.27 Pipes and Tubes Industry"

Purpose of this data?

Remarks: To indicate the consumption pattern of HR Coils which are mass products in steel markets and determine the profitability of a steel company considerably. Modified (P-127).

"special ...... as follows"

Purpose?

Remarks: Dropped (pp. 126-129)

"The scenario ...... in India"

Purpose?
Remarks Indicates the growth prospects in the automobile sector which buys steel (EDD'qulality) mostly from foreign companies. Modified (P-132).

P-191 "Thus the ...... major producers." This is unwarranted. Competition needs to be more formally defined

Remarks Content modified (P-132)

"Table 6.33 Major Producers of Cold Forming Sections"

Purpose?

Remarks Indicates growth prospects of CR products and its use by high-end markets. Modified (P-133)

P-192 "New Entrants: ...... years"

How much of the planned capacity actually showed signs of materialising?

Remarks It eventually exceeded 100% (during 1997-98).Modified (P-192)

P-194 "SAIL has ...... in India"

Mere information, not used well in the thesis!

Remarks It indicates the extent of impact on HR market for SAIL which was 55% of the total sales and also the area where new entrants had invested over 90% of the Rs 50,000 crores following liberalisation of the Indian economy in 1991 (pp.-126-129).

P-195 "are manufacturers ...... mentioned below"

Mere information, hardly used in an analytical sense

Remarks Information used to assess competitiveness of the CR products which is 45% of SAIL's product portfolio Made more focused (pp. 126-136).

P-197 "There are ...... in this sector."

Mere information

Remarks Dropped (P-133)

P-198 "Overall Production...... given below"

Mere information

Remarks Provides an profile of the major end user segments of CR. Important for steel maker like SAIL (P-132)

P-199 "Major steel ...... table below"

Mere information

Remarks Modified (P-130)

P-200 "The potential ...... international market:

Mere information

Remarks (P-134)

P-201 "the annual ...... producer of"

Mere information, not used!

Remarks Same as above (P-135)

P-202 "The company is also increasing the"

watch your tense

Remarks Tense corrected (P-143)

P-206 "most preferred global supplier"

Preferred by whom?

Remarks Modified (Modified (P-147)

"Steel Authority ...... Steel Ltd"

Are you introducing SAIL, three fourths of the way through your thesis

Remarks Deleted (P-147)

P-208 "SAIL has ...... demand would"

Entirely repeated

Remarks Dropped (P-147)

P-209 "Table 6.50 World Steel projection – Mtpy"
There does seem to be a mistake here

Further, ...... days to come

This is based on certain assumptions of growth being realised. But that is contingent on so many factors. Before you go ahead and accept the projections it is important to realise the limitations of projections in general and the specific projection that you are referring to.

As it seems, ...... in India

Point taken into consideration (pp. 124-126)

As it seems, ...... in India

This is based on certain assumptions of growth being realised. But that is contingent on so many factors. Before you go ahead and accept the projections it is important to realise the limitations of projections in general and the specific projection that you are referring to.

The chapter portrays a complete picture of the competitive scenario, prospects and threats that would be significant for SAIL’s change management process (pp. 120-150).

Thus, a 360° approach has been

What is a 360° approach?

The first study ...... Satisfactory

From 215 to this part could have been written concisely in just about a page.

Contents concised (P-155)

Table 7.1 Feedback of Perception Survey

Without also reporting the variance, the differences, or the significance of the same the mean is almost entirely meaningless.

The table provides the difference in thinking between company and customers on key factors for customer satisfaction (P-157)

It is noticeable ...... executives

Your scale need to be validated before this conclusion can be drawn. Your questions would allow at best ‘relative conclusions’ to be made.

Scale tested on sample population in SAIL before being used (as per the established norms of research)(P-220)

Observations: ...... with SAIL

Is it not obvious? Can it ever be false. Your questionnaire survey should have brought out some specific problems with SAIL steel in comparison to imported/ competitors’ steel

‘it was observed .......... product development.”

Preference for public sector in public sector/ government purchase. How important was this for marketing of SAIL products.

As imports constituted only 13% of the total domestic production and exports hardly 3% (Table 6.35, chapter 6), the focus was fixed at maximising customer satisfaction within India since they formed the major chunk of consumers P-159).

Quality of products ........ received beyond"

You need to reconcile this awful quality problem with the 60% satisfaction of customers
This was an example of one customer cited to indicate the level of sensitivity of the company towards its customers (P-160).

"the committee ....... the customers."

This is useful. Customer with real choice would hardly have tolerated this

Remarks Retained (P-161)

"it was reported ....... incidents of"

These again are rather severe quality problems which need to be reconciled with the findings of the rest of your survey

Remarks Reconciled (P-161)

"Quality of products .... As assured"

Are not these rather serious quality problems?

Remarks They are serious quality problems indeed and indicates how SAIL is sensitive to the quality of their products when in Steel it is a primary requirement of customers (P-164).

"Changing ...... basis"

Meaning thereby that it was not doing so. Why not?

Remarks Inspite of feeling the need to do so (Corporate Workshop 1993), they did not do so much. In some cases they took more time to do so showing the degree of concern for their customers and capability constraints to compete (P-165).

"Quality of products .... Their requirements"

How is one to read this paragraph? What is the meaning of satisfaction here?

Remarks In steel quality has many dimensions. Important are chemistry, physical attributes, dimensions etc. Content refers to this onlyP-165).

"Quality of products ......thickness"

Is not this statement entirely contradictory as to meaningless?

Remarks Corrected (166)

"Quality of products .... Occasions"

Again, what is one to make of this statement?

Remarks Corrected (pp. 166-167)

"The main perception of these ...... scale"

Scale and validation problems. How are we sure that SAIL was above average as this data seems to imply, for each of the supplier respondents?

Remarks As suppliers are important part of business, the suppliers perception of SAIL.'s readiness to change is studied here.(pp. 169-170)

"While ...... in this chapter"

Contradicts very much with your statement (1) above

Remarks Corrected (pp. 169-170)

"Many of the ...... moderately."

This is not an issue you check with the suppliers

Remarks In discussions with suppliers, it appeared that their growth prospects were linked with the growth of SAIL, and more so during recession. So they were concerned about it.(pp. 169-170)

"Respondents ...... consciousness"

Your survey data became of lack of reporting of numbers, actual scores, measures of dispersion, statistical significance and tests is entirely useless; from the point of view of understanding and proving your contentions.

Actual numbers? Statistical tests; significance? Validity

This is not a valid result

"A highly motivated company" The reference?
It was a perception of suppliers and here we are studying their perception as such. In such survey, every perception is equally important irrespective of its statistical significance. Hence, this approach was undertaken (pp. 170-171).

Ranking? Order of importance? Relative significance?

Avoid mixing the qualitative (survey) data and accounting data; since they need to use very different analysis and treatment.

Financial Highlights — about the

Purpose of analysis is unclear and conclusions are meaningless.

Employee perception on seven pre-determined parameters have been taken through Pearson's Correlation to indicate company's inclination (P-174)

The analysis — seller's market

This is inevitable. Unless you ask your question carefully!

Even when the company was reeling under recession, employees looked complacent about the market leadership of the company feeling that nothing could happen to the company and that it was still in the seller's market — a sign of complacency that could be dangerous for any company trying to manage change (P-178).

The statement "happy with" cannot be transplanted across space and contexts so easily.

Employees' concern for growth studied in this section and the weighted average deduced through Pearson's correlation indicated that concern of employees towards company's growth.

The analysis — point

Too general and unrelated or difficult to relate to the constraining situation that PSUs face.

It studies the leadership styles in the organization and their sensitivity to the issues plaguing the company (P-178).

Table 7.18 Systems and Structures
Chapter-8

P-258 "output and ...... competitors"
Many of these are inane without a prior framework of inter-relationship

Remarks Dropped (P-192)

P-260 "Basic thrust areas...... work culture"
Too general to be useful! No sense of leverage or action points for change

Remarks Derived from (chapter 5 section 5.15 as referred in the content) (P-194)

P-264 "The observations ...... satisfaction"
Repeated, too general

Remarks Modified (P-198)

P-265 "As the ...... Desired results"
Contradictory, what you said elsewhere! Story does not come out clearly.

Remarks The content is in consonance with the line of conclusions drawn in the earlier part of the thesis. It is derived from the data explained in chapters 6 and 7. (P-199)

P-266 "Work Culture .... Of the future."
Contradicts in part the results of your survey data

Remarks Same as above (P-200)

P-267 "Business ...... results did"
What is not here? Ranking, importance!

Remarks Modified (P-201)

P-271 "Fragile work culture ......existing"
Customer rating of good work culture?

Remarks Customers are the ultimate victims of a bad work culture and it affects services offered to them (P-205)

P-274 "Huge manpower .... Constituting"
Comparative data: POSCO with 13000 employees produced 8 m tonnes of steel in the '80s?

Remarks Difficult to compare with POSCO as there is a difference in technology in both steel companies (P-208).

P-275 "35% of the total ...... competitive"
The real issues in management of change in the public sector are quite different. See my initial write-up.
Why is there so much inertia in the public sector in India? See the initial write-up.

Remarks Issues in the write-up included (P-150)

P-276 "Organisational change ...... disadvantages only"
General motherhood statements that are repetitive

Remarks Content modified to make it more focussed (P-210)
In order .... all the services

that supports the .... its own
Not useful either to managers or policy makers. The question is how to respond to competitive pressures?

 Remarks Modified (P-212)

 orthodoxies and .... status quo
 Pontificatory, beyond the brief and entirely irrelevant. Then statements could have been based on a priories, anyway

 Remarks Modified (pp. 212-213)

 be highly .... challenge which
 too general to be useful

 Remarks Modified (P-214)

 commands respect .... should involve
 too general to be useful

 Remarks Modified (P-214)

 the delivery .... output that
 The question (problem) is not lack of understanding but of constraints that bind, so that managers are reduced to impotence
too general to be useful

 Remarks Modified (P-215)

could be ..... environment that
Limits to leadership? Especially in PSUs?

 Remarks A Factors that could be important for PSUs (P-216)

 actually embraces ..... give an
 All this could have been drawn from standard text, airport books, is too general and unrelated to your data/ information

 Remarks Modified (P-217)

 Table 8.1 Review of Change Theories/ Models: A Comparative Study
 Entirely unrelated to your empirical work. A mere summary of "theory" or conceptual frameworks.

 Remarks Content studied in chapter 3 in context with other literature (P-45)

 Chapter-9

 product sales .... under consideration

 Basis?

 Remarks Theory of PLC (Kotler Philip Marketing Management 1995) (P-265)

 Chapter 9

 All that is said here could have been said without your analysis. Too preachy, second hand, populist and hardly befitting a research.

 1) demand?
 2) Does not follow from analysis
 3) Basis and validity?

 Remarks Taken care by necessary modifications in the pages under reference.(pp. 225-293)